**Local Comprehensive Emergency
Management Plan**

**Template**

Developed by the Massachusetts Emergency Management Agency

Table of Contents

[Introduction vi](#_Toc496097952)

[Section 1: Guidance on Developing a Comprehensive Emergency Management Plan vii](#_Toc496097953)

[Section 2: Comprehensive Emergency Management Plan Template x](#_Toc496097954)

[Promulgation Statement 2](#_Toc496097955)

[Approval and Implementation 1](#_Toc496097956)

[Record of Changes 2](#_Toc496097957)

[Signature Page 3](#_Toc496097958)

[Introduction 4](#_Toc496097959)

[Purpose 6](#_Toc496097960)

[Scope 8](#_Toc496097961)

[Situation 9](#_Toc496097962)

[Community Characteristics 9](#_Toc496097963)

[Threat, Hazard and Vulnerability Analysis Summary 10](#_Toc496097964)

[Critical Facilities and Infrastructure Summary 12](#_Toc496097965)

[Access and Functional Needs Populations 13](#_Toc496097966)

[Planning Assumptions 14](#_Toc496097967)

[Concept of Operations 16](#_Toc496097968)

[Overview 16](#_Toc496097969)

[Plan Activation 17](#_Toc496097970)

[Phases of Emergency Management 17](#_Toc496097971)

[Prevention and Mitigation 17](#_Toc496097972)

[Preparedness 17](#_Toc496097973)

[Response 18](#_Toc496097974)

[Recovery 18](#_Toc496097975)

[Direction, Control and Coordination 19](#_Toc496097976)

[National Incident Management System 19](#_Toc496097977)

[Incident Command System 19](#_Toc496097978)

[Incident Command 19](#_Toc496097979)

[Unified Command 20](#_Toc496097980)

[Area Command 20](#_Toc496097981)

[Transfer of Command 20](#_Toc496097982)

[Incident Coordination and/or Response Locations/Facilities 20](#_Toc496097983)

[Incident Command Post 21](#_Toc496097984)

[Emergency Operations Center 21](#_Toc496097985)

[EOC Goals 21](#_Toc496097986)

[EOC Activation Levels 22](#_Toc496097987)

[EOC Equipment 22](#_Toc496097988)

[EOC Staffing 23](#_Toc496097989)

[EOC Activation 23](#_Toc496097990)

[EOC Deactivation 23](#_Toc496097991)

[Staging Area 23](#_Toc496097992)

[Points of Distribution 23](#_Toc496097993)

[Shelters 24](#_Toc496097994)

[Evacuation 24](#_Toc496097995)

[Evacuation Assembly Points 25](#_Toc496097996)

[Evacuation Transportation Hub (T-Hub) 25](#_Toc496097997)

[Organization and Assignment of Responsibilities 26](#_Toc496097998)

[Organization 26](#_Toc496097999)

[Leadership 26](#_Toc496098000)

[Chief Municipal Officer 26](#_Toc496098001)

[Incident Commander/Unified Command 26](#_Toc496098002)

[Emergency Management Director 27](#_Toc496098003)

[Emergency Management Organization 27](#_Toc496098004)

[Government Organizations 27](#_Toc496098005)

[Non-Governmental Organizations 27](#_Toc496098006)

[Private Sector 27](#_Toc496098007)

[Commonwealth of Massachusetts 28](#_Toc496098008)

[Emergency Operations Center Organization 29](#_Toc496098009)

[Assignment of Roles andResponsibilities 36](#_Toc496098010)

[Chief Municipal Officer 36](#_Toc496098011)

[Emergency Management Director 37](#_Toc496098012)

[Police Department 39](#_Toc496098013)

[Fire Department 40](#_Toc496098014)

[Public Works/Transportation Department 41](#_Toc496098015)

[Emergency Medical Services 42](#_Toc496098016)

[Water/Sewer Department 43](#_Toc496098017)

[Public Health Department 44](#_Toc496098018)

[Information Technology Department 45](#_Toc496098019)

[School Department 46](#_Toc496098020)

[Animal Control Department 47](#_Toc496098021)

[Local Government Agencies 47](#_Toc496098022)

[Responsibilities of the Community Relief Services 48](#_Toc496098023)

[Responsibilities of the CERT/MRC 48](#_Toc496098024)

[Responsibilities of Local Volunteer Organizations 48](#_Toc496098025)

[Responsibilities of Local Businesses 48](#_Toc496098026)

[Responsibilities of Civic Groups, Faith-Based Organizations, Advocacy Groups 48](#_Toc496098027)

[Line of Succession 49](#_Toc496098028)

[Information Collection, Analysis and Dissemination 50](#_Toc496098029)

[Situational Awareness 50](#_Toc496098030)

[Information Collection 50](#_Toc496098031)

[Information Analysis 51](#_Toc496098032)

[Dissemination 51](#_Toc496098033)

[Internal Messaging 51](#_Toc496098034)

[Public Messaging 51](#_Toc496098035)

[Local Declaration of Emergency 52](#_Toc496098036)

[Communications 53](#_Toc496098037)

[Alert and Notification 53](#_Toc496098038)

[Notification of Key Officials 54](#_Toc496098039)

[EOC Communications 54](#_Toc496098040)

[Emergency Alert and Warning 54](#_Toc496098041)

[Public Warning 55](#_Toc496098042)

[Emergency Alert and Warning for Persons with Access and Functional Needs 55](#_Toc496098043)

[Public Information Officer 57](#_Toc496098044)

[Administration, Finance, and Logistics 58](#_Toc496098045)

[Finance and Administration 58](#_Toc496098046)

[Records 58](#_Toc496098047)

[Record Retention 59](#_Toc496098048)

[Preservation of Records 59](#_Toc496098049)

[Reports 59](#_Toc496098050)

[Messages 60](#_Toc496098051)

[Local Government Situation Report 60](#_Toc496098052)

[Resource Management 60](#_Toc496098053)

[Mutual Aid 61](#_Toc496098054)

[Training and Exercise Program 62](#_Toc496098055)

[Training Program 62](#_Toc496098056)

[All Hazards Training 62](#_Toc496098057)

[Hazardous Materials Training 63](#_Toc496098058)

[Exercise Program 66](#_Toc496098059)

[Types of Exercises 66](#_Toc496098060)

[Plan Development and Maintenance 69](#_Toc496098061)

[Additional Support Plans 69](#_Toc496098062)

[Authorities and References 70](#_Toc496098063)

[Emergency Operations Center Operations Support Annex 72](#_Toc496098064)

[Attachment 1: EOC Activation Team Checklist 73](#_Toc496098065)

[Attachment 2: EOC Operational Capabilities Checklist 74](#_Toc496098066)

[Attachment 3: Local Government Situation Report 75](#_Toc496098067)

[Attachment 4: Mutual Aid Listings 78](#_Toc496098068)

[Standard Operating Procedures 79](#_Toc496098069)

[Attachment 5: Chief Elected Official SOP 80](#_Toc496098070)

[Attachment 6: Emergency Management Director SOP 82](#_Toc496098071)

[Attachment 7: Fire Department Representative SOP 85](#_Toc496098072)

[Attachment 8: Police Department Representative SOP 87](#_Toc496098073)

[Attachment 9: DPW Representative SOP 89](#_Toc496098074)

[Critical Infrastructure Spreadsheet to Influence ArcGIS Data 91](#_Toc496098075)

This page intentionally left blank.

# Introduction

The Massachusetts Emergency Management Agency (MEMA) developed this local comprehensive emergency management plan template to assist communities in developing and/or updating their respective local comprehensive emergency management plans or emergency operations plans. This Template is in compliance with the federal Comprehensive Preparedness Guide (CPG) 101 Version 2.0, and is designed to meet best practices for emergency management planning.

Each community in the Commonwealth is required to develop and maintain an all-hazards emergency operations plan/comprehensive emergency management plan. The Comprehensive Emergency Management Plan (CEMP) defines the scope of preparedness and emergency management activities in the community. The CEMP facilitates preparedness, mitigation, response, and short-term recovery, which sets the stage for a successful long-term recovery. The CEMP consists of a Base Plan supplemented with an Emergency Operations Support Annex. The Base Plan forms the overall framework for emergency management in the community. The annex provides additional detail on essential discipline-specific functions. It also contains EOC forms and checklists. This CEMP assigns responsibilities to organizations and individuals for carrying out specific actions in support of emergency operations.

A local community activates its local comprehensive emergency management plan when the community is required to respond to emergency situations that require multi-agency coordination within the community, and may require support from other local, state and federal entities. In addition, the community may activate the plan to coordinate multi-agency and/or multi-jurisdictional planning and operations for a pre-planned event.

This document consists of guidance for developing a local comprehensive emergency management plan, including the planning process and use of this template, as well as a local comprehensive emergency management plan template.

This template can be edited and used by the community to meet its needs. There is no requirement to use every aspect of this template. Rather, customizing it to fit your individual community’s needs will make it a more effective document for local emergency operations.

# Section 1: Guidance on Developing a Comprehensive Emergency Management Plan

**The Planning Process**

This guidance details a six-step planning process based on best practices to ensure your plan is comprehensive and inclusive. Elected and appointed leaders in each jurisdiction are responsible for ensuring that necessary and appropriate actions are taken to protect people and property from any threat or hazard. The Comprehensive Emergency Management Plan describes what these local actions are when conducting emergency operations.

Experience and lessons learned indicate that operational planning is best performed by a team. Using a team approach helps organizations define the roles they will play during an operation. Having a planning team helps stakeholders know each other before the incident occurs and develop strong working relationships, and work towards achieving common objectives. Having a planning team helps establish authority.

**Step 1: Form Your Planning Team**

Identify a Core Planning Team that includes organizations that usually participate in emergency operations. First, identify the CEMP Planning Coordinator. The local Emergency Management Director often serves as the CEMP Planning Coordinator. Once the Planning Coordinator is identified, create a planning team that includes local department representatives who are able to speak with authority on policy, provide subject matter expertise and provide accountability as it relates to their agencies or departments. The Chief Municipal Officer (CMO), or a designee, should be a member of the Core Planning Team to ensure critical input from leadership levels as the planning process progresses. The following departments could be included on the Core Planning Team

* Elected and/or appointed leadership
* Emergency management
* Law enforcement
* Fire/EMS services
* Public Health (including hospitals and health care facilities)
* Public Works
* Utility Providers
* Education
* Animal Control
* Social Services
* Council on Aging
* Disability Coordinator

As the emergency management plan evolves, bring in additional subject matter experts and stakeholders to inform specific components of the plan. Engaging the community will increase the likelihood that people follow protective action measures during an incident because they were part of the planning process.

These stakeholders may include:

* Civic, social, faith-based, educational, professional and advocacy organizations
* Voluntary organizations
* Private sector service providers
* Critical infrastructure operators
* Local and regional businesses and private sector organizations

**Step 2: Understand Your Community’s Risks**

Conduct a Threat and Hazard Vulnerability Analysis: The threat and hazard vulnerability analysis is the first step in developing an effective emergency management program, and serves as the foundation upon which all emergency planning efforts in the community are built. Through this analysis, the planning team studies the characteristics of the community, identifies those threats and hazards that have the potential for causing harm to people or property, and assesses the potential impacts (damage, injuries, deaths, etc.) that each threat and hazard may have on segments of, or the whole community.

Start by determining which threats and hazards have impacted the community in the past (floods, tornadoes, active shooters, pandemic, bridge collapse, etc.), and those that may occur in the future. After determining which threats and hazards threaten the community, assess the likelihood of each threat and hazard occurring and estimate the likely impacts of each using reasonable worst-case scenarios. Once you understand your community’s threats and hazards, their likelihood of occurring, and and their potential impacts, the **community can prioritize and focus on the threats and hazards that present the highest risk.**

**Step 3: Determine Goals and Objectives**

* Goals: These are broad general statements that indicate the intended solution to problems identified by the planning team surrounding operational priorities. What are personnel and equipment supposed to achieve. They help identify when major elements of the response are complete and when the operation is successful.
* Objectives: More specific and identifiable actions carried out during the operation that lead to achieving response goals. Usually translated into activities or operating procedures.

**Step 4: Develop the Plan**

* Develop and analyze a course of action: Generate, compare and select possible solutions for achieving the goals and objectives identified in Step 3.
* Define responsibilities: Identify who is responsible for each course of action, when the action should take place and how long it should take to complete the action.
* Identify resources to support the plan: Identify resources needed to complete each course of action.
* Enhance the plan with Mutual Aid Agreements: Develop Mutual Aid Agreements to aid in acquiring resources that may not be available in the community.

**Step 5: Write, Review and Approve the Plan**

* Using the template below will allow communities to develop a consistent and comprehensive plan based on national best practices. Further, the template can be altered as needed to meet the needs of every community. This template uses:
	+ Simple language
	+ Lack of jargon
	+ Flowcharts, Graphs and Checklists, which make the plan easier to understand

**Step 6: Implement and Maintain the Plan**

* Train: Disseminate the completed plan to all personnel. Train personnel so they have the knowledge, skills and abilities needed to perform the tasks identified in the plan.
* Exercise: Evaluate the effectiveness of the plan using a combination of training events, exercises and real-world incidents to determine if plan implementation leads to a successful response.
* Review, Revise and Maintain: Add information gained by exercising the plan. Plans should evolve as lessons are learned, new information and insights are obtained and priorities are updated. Review and update the plan regularly.

**Using the Template**

The Template, which begins in Section 2 of this document, follows a traditional, functional Comprehensive Emergency Management Plan (CEMP) format and contains both guidance information and sample language to better assist jurisdictions in developing their CEMP. The language in the Template is suggested, not required; each community should edit and adjust the language to best fit its needs, goals and objectives.

The Template is structured to provide instruction on how to complete each section, and provide fillable fields to assist communities in identifying where information is needed. The following provides information on how these components of the template can be identified, and how the community should use them:

* **Guidance Information**: Guidance on developing each section of your CEMP is provided as **[bold text, and contained in gray-shaded parentheses]**. All guidance information should be deleted from your CEMP before it is finalized.
* **CEMP Sample Language**: Sample language for your CEMP is provided in each section as plain text. Sample language can be used in whole or in part, and should be modified to appropriately reflect your jurisdiction’s goals, objectives, needs and organizational structures.
* **Jurisdiction-Specific Information**: Portions of the CEMP require the addition of jurisdiction-specific information such as community name, officials’ titles and contact information, agency names, etc. To be readily identifiable, these portions of the plan are highlighted in yellow with underlined text.

The community should cut and paste all template language into a blank document before populating the template with community-specific information.

# Section 2: Comprehensive Emergency Management Plan Template

The template begins on the next page.

**[NAME OF JURISDICTION]**

**COMPREHENSIVE EMERGENCY MANAGEMENT**

**PLAN**

**[Insert Jurisdiction Seal]**

**Version [X.X]**

**[Month/Day/Year]**

# Promulgation Statement

**[Promulgation gives the plan official status and gives both the authority and the responsibility to organizations to perform their tasks. It references the responsibilities of tasked organizations for preparing and maintaining standard operating procedures and commits those organizations to carrying out the training, exercises, and plan maintenance needed to support the plan. The promulgation document also allows the chief municipal officials to affirm their support for the comprehensive emergency management plan and the planning process used to develop the plan. The following is sample language.]**

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 [NAME OF JURISDICTION] 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 [NAME OF JURISDICTION] 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 [Title(s) of Chief Municipal Official(s)] and within [his/her/their] authority vested by the citizens of [NAME OF JURISDICTION], [I/we] do hereby promulgate the attached [NAME OF JURISDICTION] Comprehensive Emergency Management Plan on this [DAY] day of [MONTH], [YEAR].

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], [TITLE]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], [TITLE]

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], [TITLE]

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], [TITLE]

# Approval and Implementation

**[The approval and implementation page records official approval of the plan by the Chief Municipal Official; indicates that the plan supersedes all previous plans; and delegates authority for making specific plan modifications. This page must include the signature of the Chief Municipal Official and the Emergency Management Director.]**

This Comprehensive Emergency Management Plan (CEMP) for [Name of Jurisdiction] will become effective and considered approved upon signing by the [Title(s) of Chief Municipal Official(s)] and the Emergency Management Director. When approved, this plan will supersede all previous plans for emergency management.

The [Title(s) of Chief Municipal Official(s)] authorizes certain [Name of Jurisdiction] officials to make certain modifications to this plan without the express written approval of the [Title(s) of Chief Municipal Official(s)]. These modifications must be recorded in the Record of Changes section of this plan.

Authorized modifications include:

* Changes to contact information
* [other plan changes]

The following [Name of Jurisdiction] officials have the authority to make the above-named changes.

1. [Title of Official]
2. [Title of Official]
3. [Title of Official]
4. [Title of Official]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], [TITLE OF CHIEF MUNICIPAL OFFICIAL] DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[NAME], EMERGENCY MANAGEMENT DIRECTOR DATE

# Record of Changes

**[The Record of Changes Page records updates that are made to the plan by authorized representatives, when they are made and by whom.]**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Change # | Date | Part Affected | Date Posted | Who Posted |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# Signature Page

**[The Signature Page is optional, but indicates that local department heads have reviewed the plan and understand their respective department’s roles and responsibilities. Communities may add/delete signature lines to reflect their jurisdiction’s senior officials and indicate appropriate departmental reviews.]**

The following [Name of Jurisdiction] officials have reviewed the plan and acknowledge their department’s roles and responsibilities.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], [Title of Chief Municipal Official] DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Emergency Management Director DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Fire Chief DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Police Chief DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Director of Public Works DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Director of Public Health DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Director of Human Services DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Superintendent of Schools DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], Finance Director DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], [Title] DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Name], [Title] DATE

# 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, [Name of Jurisdiction] 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 [Name of Jurisdiction] CEMP describes the community’s emergency management organization, including the roles, responsibilities, and operations of [Name of Jurisdiction] 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.

[Name of Jurisdiction] 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, [Name of Jurisdiction] may activate the CEMP to coordinate multi-agency and/or multi-jurisdictional support of a pre-planned event.

The [Name of Jurisdiction] 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 section of the CEMP is a general statement of why the CEMP has been developed (i.e., coordinate and define the roles and responsibilities of local and partnering organizations in response to an incident or in support of an event), and the identification of the objectives of the CEMP. The purpose section also details the components of the CEMP (i.e., base plan, functional annexes, checklists, etc.).]**

The purpose of the [Name of Jurisdiction] 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 purpose section includes the objectives of the CEMP. The following are suggested goals; communities should delete, edit or add as they deem appropriate.]**

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

**[The scope section defines to whom the CEMP applies (e.g., departments, agencies, private sector, citizens, geographic area), and for what types of situations it applies.]**

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 [Name of Jurisdiction] 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

[**The Situation section characterizes the “planning environment” for the jurisdiction. The level of detail provided in this section is at the discretion of the jurisdiction. Generally, this section describes the characteristics of the community, identifies and details the hazards and vulnerabilities that impact or may impact the community, identifies mutual aid agreements to which the community may be party, and identifies the critical facilities in the community**].

## Community Characteristics

[**The Community Characteristics section details the composition of the jurisdiction including details on the geographic size and location within the Commonwealth, population statistics, and roadway infrastructure.]**

**Geography:** The [city/town] of [Name of Jurisdiction] is located in [County] in Massachusetts in the [northwestern] portion of the Commonwealth. The Community has a total area of XXX square miles of which XXX square miles is land and XXX square miles is water. The Community is bordered by XXX to the east, XXX to the south, XXX to the west, and XXX to the north. The Community’s peak elevation is XXX feet.

**Population:** According to the [year] [United States Census Bureau](http://en.wikipedia.org/wiki/United_States_Census_Bureau), the population of [Name of Jurisdiction] is approximately [number], and includes [number] households. The population consists of approximately [number] % under the age of 18, [number] % persons age 18 to 24, [number] % age 25 to 44, [number] % age 45 to 64, and [number] % age 65 years of age or older. The median age was [number] years.

* **Access and Functional Needs:** About [number] people ([x]% of the population) in [Name of Jurisdiction] 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:** [number] [Name of Jurisdiction] residents, or [x]% of the population, speak a language other than English at home. Of these, about [number], or [x]% of the population, speak English at a level less than “very well”. Non-English languages spoken in [Name of Jurisdiction] include [list languages]

**Roadway Infrastructure:** [Name of Jurisdiction] contains several primary and secondary roadways in addition to local and private roadways. [Describe the primary and secondary roadways in your jurisdiction. You may also want to note any critical bridges or other roadway infrastructure. Example: The Community is bisected by several major highways, state roads and local community public and private roads, including U.S. Route 500, the junction of Interstate 300 and Interstate 42 are located here. In addition, the Main Street Bridge on Route 500 crosses a span of the Riverway River.]

# Threat, Hazard and Vulnerability Analysis Summary

**[The Threat, Hazard and Vulnerability Analysis Summary section summarizes the threat, hazard and vulnerability analysis conducted by the jurisdiction, identifying the hazards and threats likely to impact the jurisdiction, the vulnerability to these threats and hazards, and the impacts these threats may have on people, property and critical infrastructure. This section also describes the assumptions and methods used to complete the jurisdiction’s threat, hazard and vulnerabilities analysis. If possible, include maps that show the high-risk areas that are likely to be impacted by the identified threats and hazards (e.g., residential/commercial areas within defined floodplains, earthquake fault zones, vulnerable zones for hazardous materials [HAZMAT] facilities/routes, areas within ingestion zones for nuclear power plants, critical infrastructure).]**

[Name of Jurisdiction] has completed a threat, hazard and vulnerability assessment for the jurisdiction by [briefly describe methodology used]. 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 [Name of Jurisdiction]:

* [List each hazard, associated area(s) that are vulnerable to the hazards, approximate population and businesses that could be impacted, as well as any critical infrastructure that may be impacted. Below is an example of a hazard listing:
* Riverine Flooding: Riverine flooding from ABC River may impact the areas of Main Street, Riverway Avenue and Riverine Path, affecting 2500 residents, 50 businesses, Main Street Supermarket and Caring Community Nursing Home.]
* Pandemic: [Name of Jurisdiction] is vulnerable to any pandemic that impacts the Commonwealth.

**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 [Name of Jurisdiction]:

* [List each technological hazard and associated area(s) that are vulnerable to these hazards. For example:
* Tier 2 facilities: There are 10 facilities in [Name of Jurisdiction] have chemicals in reportable quantities onsite at any given time. The Fire Department maintains information on these facilities and the chemicals onsite.]

**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 [Name of Jurisdiction]:

* [List each transportation network that could pose a hazard. The following is an example:
* Route 87 from Main Street to Route 44 on which hazardous materials could be transported.
* Community Airfield, which has 2 runways and is primarily used for recreational small aircraft.]

**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 [Name of Jurisdiction]:

* [List each man-made hazard that poses a risk to the community. The following is an example:
* CBRNE: although not a high risk, the community and our planned community events may be vulnerable to any incidents involving chemical, biological, radiological, nuclear or explosive devices or weapons.]

## Critical Facilities and Infrastructure Summary

**[The Critical Facilities and Infrastructure Summary section identified facilities and infrastructure in the jurisdiction that provide essential services to members of the community, support vulnerable populations, and/or serve as critical infrastructure supporting roadways, energy sources, etc.]**

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 [name provider and/or identify well/septic]. [Name of Jurisdiction]’s water comes from the [name reservoir] Reservoir.

[Electric Utility/provider(s)] is the primary distributor of electric power to the [City/Town].

[Provider Name] 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. [Name of Jurisdiction] is home to the following special facilities:

* [List each special facility in your jurisdiction, including address, and identify the hazards to which each facility is vulnerable. This list can be generated by using the GIS Excel spreadsheet provided by MEMA. If preferred, the community can create an appendix to the plan detailing the facility locations, and keep that as a non-public file.]

**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.

* [List each critical facility and infrastructure in your jurisdiction, including address, and identify the hazards to which each facility is vulnerable. This list can be generated by using the GIS Excel spreadsheet provided by MEMA. If preferred, the community can create an appendix to the plan detailing the facility locations, and keep that as a non-public file.]

**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.

* [List each hazardous materials facility and infrastructure in your jurisdiction, including address, and identify the hazards to which each facility is vulnerable. This list can be generated by using the GIS Excel spreadsheet provided by MEMA. If preferred, the community can create an appendix to the plan detailing the facility locations, and keep that as a non-public file.]

**Health and Medical Facilities**

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

* [List each health and medical facility in your jurisdiction, including address, and identify the hazards to which each facility is vulnerable. This list can be generated by using the GIS Excel spreadsheet provided by MEMA. If preferred, the community can create an appendix to the plan detailing the facility locations, and keep that as a non-public file.]

## 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 the 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

**[This section identifies what the planning team assumes to be facts for planning purposes in order to make it possible to execute the Emergency Operations Plan. During operations, the assumptions indicate areas where adjustments to the plan have to be made as the facts of the incident become known. These also provide the opportunity to communicate the intent of senior officials regarding emergency operations priorities. The language below is suggested; delete any items that do not pertain to your jurisdiction, and add in additional items the jurisdiction deems appropriate.]**

* [Name of Jurisdiction] and/or the Commonwealth have effective prediction and warning systems in place allowing [Name of Jurisdiction] to anticipate certain emergency situations that may impact [Name of Jurisdiction].
* When anticipating or in response to an emergency situation, the [Title of Chief Municipal Officer] and [Titles of other community officials as designated by the community] 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.
* [Name of Jurisdiction] 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.
* [Name of Jurisdiction] 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.
* [Name of Jurisdiction] anticipates support from surrounding communities and other response organizations should the resources of [Name of Jurisdiction] 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 [Name of Jurisdiction] 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 [Title of Chief Municipal Officer of official with authority to declare a local state of emergency] may declare a local State of Emergency for [Name of Jurisdiction] in accordance with the provisions of Massachusetts General Laws.
* [Title of Chief Municipal Officer of official with authority to declare a local state of emergency] has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of [Name of Jurisdiction]. 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.
* [Name of Jurisdiction] 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, also known as the CONOPS, describes in easily understood language the sequence and scope of coordinating emergency response among municipal partners. It is a description of how the community will coordinate resources to support its response to an incident or event, and helps partners understand their roles and responsibilities in the context of other partners’ roles and responsibilities.]**

The concept of operations describes the sequence and scope of emergency response. The [Jurisdiction Department] has the primary responsibility for coordinating emergency management activities in the [Name of Jurisdiction]. These activities support the following priorities [use any or all of the following suggested priorities, and add additional as you deem appropriate]:

* 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
* When the [Title of the Chief Municipal Officer] has declared a local state of emergency.
* When the Governor of Massachusetts has declared a State of Emergency for areas that include [Name of Jurisdiction]; or
* When a Presidential Declaration of an Emergency or Disaster is issued for areas that include [Name of Jurisdiction].

## Phases of Emergency Management

The [Name of Jurisdiction]’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.

[Name of Jurisdiction] 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

**[This section describes the framework for all direction, control, and coordination activities. It identifies who has tactical and operational control of response assets. Additionally, Direction, Control, and Coordination explain how multijurisdictional coordination systems support the efforts of organizations to coordinate efforts across jurisdictions while allowing each jurisdiction to retain its own authorities. This section also provides information on how department and agency plans nest into the EOP (horizontal integration) and how higher-level plans are expected to layer on the EOP (vertical integration).]**

## National Incident Management System

[Name of Jurisdiction]’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 [Name of Jurisdiction] 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](http://en.wikipedia.org/wiki/Incident_commander). In these incidents, a single person commands the incident response and is the decision-making authority.

### Unified Command

A [Unified Command](http://en.wikipedia.org/wiki/Unified_Command_%28ICS%29) 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. [Name of Jurisdiction] 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 [Name of Jurisdiction] 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: [Facility Name]

[Address Line 1]

[Address Line 2]

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

* Alternate EOC: [Facility Name]

[Address Line 1]

[Address Line 2]

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. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

### EOC Goals

[The jurisdiction should adjust any language necessary to ensure the plan accurately reflects the EOC goals and priorities for the community.]

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

[Designating emergency activation levels for emergency operations centers is critical to providing a consistent understanding for incident severity and associated response actions. The jurisdiction should adjust any language necessary to ensure the plan accurately reflects the EOC activation levels for the community.]

The [Name of Jurisdiction] 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:

* (x) Laptops
* (x) Phones
* (x) Monitors
* (x) Smart Boards
* (x) Radios/Base Stations

This equipment is tested on a [insert time interval] basis to ensure its readiness. Additionally, exercises of the EOC may be held on a [weekly, monthly, 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 [location in the EOC] 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, alert message 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 [identify backup system] will be used.

### EOC Deactivation

The EOC Manager/EMD, in consultation with the Chief Municipal Official 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. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

### 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. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

### Shelters

[Name of Jurisdiction] has designated [Number] facilities that can be used to shelter evacuees or displaced persons in emergency situations. Shelter facilities will be managed by [Name entity/department/organization that is responsible for shelter operations] 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 [Fill in this section or use GIS Excel Spreadsheet provided by MEMA, or attach a list of shelter facilities as an annex to the CEMP.]:

* Facility Name

Facility Address

* Facility Name

Facility Address

* Facility Name

Facility Address

## Evacuation

[Title of Chief Municipal Officer or other official with evacuation authority] 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 [Name of Jurisdiction]. 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 [Fill in this section or use GIS Excel Spreadsheet provided by MEMA.]

### 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. [Name of Jurisdiction] 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. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail EAP locations, so your Critical Infrastructure can also be reflected on a map.]

### Evacuation Transportation Hub (T-Hub)

In situations when residents may need to be evacuated outside of the community,[Name of Jurisdiction]will activate one or moreEvacuation Transportation Hubs (T-Hubs) where large numbers of evacuees transported from EAPs throughout the community assembleand wait for transportation to either astate-operated Regional Reception Center (RRC) or adesignated 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.[It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

# Organization and Assignment of Responsibilities

This section describes the organizational structure [Name of Jurisdiction] 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

[Name of Jurisdiction] 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 [Name of Jurisdiction] 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

[Name of Jurisdiction] has a [name form of government] form of government. [Title(s) of Chief Municipal Officer] serves as the chief municipal officer for the [Town/City], is responsible for providing for the protection of lives and property of the citizens of the Community.

The [Title(s) of Chief Municipal Officer] provides leadership and direction in setting objectives and priorities during emergencies and disasters. The [Title(s) of Chief Municipal Officer] 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 [Title(s) of Chief Municipal Officer], 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. [Name of Jurisdiction] 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 it strategic guidance from the Decision Team, and as needed, coordinates with the [Title(s) of Chief Municipal Officer], 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 [Name of Jurisdiction]’s comprehensive emergency management plan and operating the emergency operations center. On a day-today basis, the EMD: coordinates emergency planning for [Name of Jurisdiction], 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 [Title(s) of Chief Municipal Officer(s)] and Decision Team on available courses of action to inform decision-making.

## Emergency Management Organization

[Name of Jurisdiction]’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***. [Name of Jurisdiction] staff and emergency management partners will be identified and trained to serve in these emergency positions.

## Government Organizations

Most of the departments within the [Name of Jurisdiction]’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 [name organizations such as American Red Cross, Salvation Army, etc.] work with [Name of Jurisdiction] 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 [name organizations such as private sector utility providers, etc.].

## 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 [Name of Jurisdiction] 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

[Choose which organization structure best describes your local EOC organization, and delete the other section. Part A describes an ICS and Emergency Support Function structure for the EOC. Part B describes a department/discipline-based structure. Be sure to make any adjustments to the language to accurately deflect your EOC’s organizational structure.]

An Emergency Operations Center (EOC) should be organized to best facilitate **effective** operations for the jurisdiction.  [Name of Jurisdiction]’s EOC is organized in an [ICS or 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.

 [Part A] The [Name of Jurisdiction] EOC is organized under an ICS structure with designated emergency roles to facilitate activities. The key ICS positions and sections within the EOC are as follows [Choose which positions are part of your local EOC organization; please add/delete/edit as appropriate]:

* **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) and/or Decision Team, 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.
* **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organization and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
* **Operations Section Chief:** The Operations Section Chief is responsible for coordination EOC activities focused on mitigating the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. This includes assisting the EOC Manager in activating the EOC, making recommendations on the prioritization of resource requests based upon operational needs, providing operational support throughout the duration of emergency response and recovery operations, and supporting situational awareness. The Operations Section is typically supported by designated Emergency Support Functions that are staffed with representatives from police, fire, emergency medical services, public works, public health and organizations responsible for shelter operations.
* **Emergency Support Functions:** Emergency Support Functions align categories of resources and types of assistance available to support emergency response operations to provide strategic objectives for their use. Some or all of the Emergency Support Functions may be activated depending upon the size, scope and needs of emergency response operations. The [Name of Jurisdiction] has designated the following Emergency Support Functions:
	+ **Emergency Support Function 1:** Transportation
	+ **Emergency Support Function 2:** Communications
	+ **Emergency Support Function 3:** Public Works
	+ **Emergency Support Function 4:** Firefighting
	+ **Emergency Support Function 5:** Emergency Management
	+ **Emergency Support Function 6:** Mass Care, Housing and Human Services
	+ **Emergency Support Function 7:** Logistics/Resource Support
	+ **Emergency Support Function 8:** Public Health and Medical
	+ **Emergency Support Function 9:** Search and Rescue
	+ **Emergency Support Function 10:** Hazardous Materials
	+ **Emergency Support Function 11:** Agriculture
	+ **Emergency Support Function 12:** Energy
	+ **Emergency Support Function 13:** Public Safety/Law Enforcement
	+ **Emergency Support Function 14:** Long-Term Recovery
	+ **Emergency Support Function 15:** External Affairs
* **Planning Section Chief:** The Planning Section Chief oversees the collection and evaluation incident information and intelligence, and the dissemination of this information to the EOC Manager, other incident management personnel, key local and state officials, and the State Emergency Operations Center/MEMA. The Planning Section Chief is also responsible for coordinating with the Operations Section Chief to develop Incident Action Plans (IAP) and situation reports (SitReps).
* **Logistics Section Chief:** The Logistics Section Chief oversees the coordination and provision of all service support requirements needed to facilitate effective and efficient emergency response operations and EOC operations, tracking the status of resources, and coordinating with the Staging Area and Points of Distribution.
* **Finance and Administration Section Chief:** The Finance/Administration Section is responsible for tracking expenditures related to incident response, including personnel time, procurement of resources, activation and management of vendor contracts, administration of compensation and claims, and overall cost analysis for the incident, as required.

Under ICS, the EOC Manager, Public Information Officer, and Liaison Officer are known as Command Staff; the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance and Administration Section Chief are known as General Staff.

Table X depicts the organization of the EOC.

**Table X: EOC Organization**

EOC MANAGER

MUNICIPAL LEADERSHIP

INCIDENT COMMANDER

LIAISON OFFICER

PUBLIC INFORMATION OFFICER

FINANCE AND ADMINISTRATION

LOGISTICS

PLANNING

OPERATIONS

COMMUNICATIONS

INCIDENT ACTION PLANNING

POLICE

RESOURCES

SITUATIONAL AWARENESS

FIRE

FACILITIES

EMERGENCY MEDICAL SERVICES

SUPPLY

SHELTER OPERATIONS

SECURITY

PUBLIC WORKS

PUBLIC HEALTH

[Part B] The [Name of Jurisdiction] EOC is organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows [Choose which positions are part of your local EOC organization; please add/delete/edit as appropriate]:

* **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 X depicts the organization of the EOC.

**Table X: EOC Organization**

MUNICIPAL LEADERSHIP

INCIDENT COMMANDER

EOC MANAGER

PUBLIC INFORMATION OFFICER

POLICE REPRESENTATIVE

EMS REPRESENTATIVE

FIRE SERVICES REPRESENTATIVE

MASS CARE AND SHELTER COORDINATOR

PUBLIC WORKS REPRESENTATIVE

PUBLIC HEALTH REPRESENTATIVE

Assignment of Roles andResponsibilities

**[This section details the roles and responsibilities of various members/departments of the community’s emergency management organization. Roles and responsibilities are in the context of supporting community-based emergency management activities during “blue sky” days, as well as support response activities during times of emergency. Roles and responsibilities are organized by emergency management phase. The information before is provided as a sample; please choose the positions that are relevant to your jurisdiction, and add/delete/edit roles and responsibilities as appropriate.]**

### Chief Municipal Officer

**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 [Title of Chief Municipal Officer] 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

----------------------------------------------------------------------------------------------------------------------------

### Public Works/Transportation Department

**Prevention and Mitigation**

* Inspects public and private water impoundment sites
* Maintains road, bridges, waterways and water and sewer systems and services
* 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
* A needed, provides staffing for resource distribution centers
* A needed, provides fuel for emergency generators
* A needed, coordinates the deployment of traffic control devices
* A needed, coordinates the provision of potable water
* A 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

-----------------------------------------------------------------------------------------------------------------------------

### Public Health Department

**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 investigates 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:

 [Fill in this section. Example:

 Emergency Management Director

 Deputy Emergency Management Director

 Chief Elected Official]

# Information Collection, Analysis and Dissemination

## Situational Awareness

**[This section describes the critical or essential information common to all operations identified during the planning process. It identifies the type of information needed, the source of the information, who uses the information, how the information is shared, the format for providing the information, and any specific times the information is needed. State and Community leaders must develop the Information Collection, Analysis, and Dissemination section in close cooperation with each other.]**

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 [Insert Timeframe] 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 [Insert Timeframe] 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
* Local or regional public information systems such as Reverse 911 systems and web/application based notification systems

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 [Insert Notification Method].

# Communications

 **[This section describes the communication protocols and coordination procedures used between response organizations during emergencies and disasters. It discusses the framework for delivering communications support and how the jurisdiction’s communications integrate into the regional or national disaster communications network. It does not describe communications hardware or specific procedures found in departmental SOPs / SOGs. Planners should identify and summarize separate interoperable communications plans. This section may be expanded as an annex and is usually supplemented by communications SOPs / SOGs and field guides.]**

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.

INSERT A SUMMARY OF THE COMMUNITY’S COMMUNICATIONS SYSTEMS AND CAPABILITIES, AND THE AGENCY/DEPARTMENT RESPONSIBLE FOR EACH SYSTEM’S MAINTENACE AND OPERATIONS.

## 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, [Insert Department] 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: [Insert Systems]

The community conducts periodic communications tests to ensure that its systems are operational and its personnel are capable of operating the systems. More particularly, [Insert Position] conducts an emergency communication test on a [Insert Timeframe] 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 [Insert Position] will coordinate the development of public warning messages. The [Insert Position] 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
* Social Media
* Variable Message Boards
* Reverse Telephonic Notification Systems

## 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 |  |  |  |
| Reverse 911 System |  |  |  |
| News Media |  |  |  |
| Community Website |  |  |  |
| Loudspeakers |  |  |  |
| Door-to-Door |  |  |  |
| Other |  |  |  |
| Other |  |  |  |
| Other |  |  |  |
| Other  |  |  |  |
| Other |  |  |  |

## Public Information Officer

The Public Information Officer [Fill in this section. Example: 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 [Enter location] and staffed by [Enter position].

# Administration, Finance, and Logistics

**[The following should be addressed in this section; authorities for, and policies on augmenting staff by reassigning staff and soliciting volunteers, along with relevant liability provisions. Also included are general guidelines on keeping financial records and reporting.]**

## 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 [Enter timeframe] years from the date of occurrence by [Enter Position]. In addition, records regarding hazardous materials exposures will be maintained by [Enter Position] for a period of [Enter timeframe].

## Preservation of Records

It is the responsibility of the chief elected official 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:  |  |
| Form of Town’s Original Records: |  |
| Location of Town Clerk’s Duplicate Records: |  |
| Form of Town Clerk’s Duplicate Records:  |  |
| Location of Principal Assessor’s Original Records:  |  |
| Form of Principal Assessor’s Original Records:  |  |
| Location of Principal Assessor’s Duplicate Records:  |  |
| Form of Principal Assessor’s Duplicate Records:  |  |
| Location of Board of Health’s Original Records: |  |
| Form of Board of Health’s Original Records:  |  |
| Location of Board of Health’s Duplicate Records:  |  |
| Form of Board of Health’s Duplicate Records: |  |

## 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 MEMAs 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.



## Mutual Aid

**[The Mutual Aid section details mutual aid agreements to which the jurisdiction is a signatory.]**

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](https://en.wikipedia.org/wiki/Emergency_responders) to lend assistance across [jurisdictional](https://en.wikipedia.org/wiki/Jurisdiction) [boundaries](https://en.wikipedia.org/wiki/Border). 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.

[Name of Jurisdiction] is party to the following mutual aid agreements:

[List the mutual aid agreements to which your jurisdiction belongs by inserting your own spreadsheet or program being used or use spreadsheet detailing mutual aid agreements titled, “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:

1. Incident Command Systems (ICS) 300
2. Incident Command Systems (ICS) 400
3. ICS for Elected and Senior Leaders
4. Emergency Operations Center (EOC) Awareness and Operations
5. Community Points of Distribution (C-POD)
6. 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:

1. An understanding of what “hazardous materials” is, and the risks associated with them in an incident.
2. An understanding of the potential outcomes associated with an emergency when hazardous materials are present.
3. The ability to recognize the presence of hazardous materials in an emergency.
4. The ability to identify the hazardous materials, if possible.
5. 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.
6. 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 lease 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:

1. Knowledge of the basic hazard and risk assessment techniques.
2. Know how to select and use proper personal protective equipment provided to the first responder operation level.
3. An understanding of basic hazardous materials terms.
4. 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.
5. Know how to implement basic decontamination procedures.
6. 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:

1. Know how to implement the employer’s emergency response plan.
2. Know the classification, identification, and verification of known and unknown materials by using field survey instruments and equipment.
3. Be able to function within an assigned role in the Incident Command System.
4. Know how to select and use proper specialized chemical personal protective equipment provided to the hazardous materials technician.
5. Understand hazard and risk assessment techniques.
6. 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.
7. Understand and implement decontamination procedures.
8. Understand termination procedures.
9. 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:

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

**Incident Command System**

*Incident Commander*s, 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:

1. Know and be able to implement the employer’s incident command system.
2. Know how to implement the employer’s emergency response plan.
3. Know and understand the hazards and risks associated with employees working in chemical protective clothing.
4. Know how to implement the local emergency response plan.
5. Knowledge of the state Emergency Response Plan and of the Federal Regional Response Team.
6. 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

[These are examples of additional plans your community may develop]

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 protect 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)

1. **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

 **[This annex is intended as a stand-alone annex to help the community support**

**EOC operations. The attachments contain pertinent information such as operational checklists,**

**mutual aid agreements and standard operating guidelines for some EOC staff positions. This**

**annex can be kept at each desk in the EOC.]**

## Attachment 1: EOC Activation Team Checklist

* Notify all individuals on the EOC roster of the EOC activation using [Fill in this section. Example:

BlackBoard Connect notification system or the land-line telephone system]

* 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

[Fill in this section. Example:Public Safety Complex] [Fill in this section. Example:Town Hall]

|  |  |  |
| --- | --- | --- |
|  | **Primary EOC****(Location)** | **Alternate EOC****(Location)** |
| Generator (detail size, connections, fuel type, etc.) |  |  |
| Date of Last Test |  |  |
| Number Days of Fuel Supply |  |  |
| Radio Communications (channels, frequencies, bands, equipment, etc.) |  |  |
| Wall Charts (list what is in each EOC) |  |  |
| Media Briefing Room (equipment, capabilities, etc.) |  |  |
| Alternate Water Supply |  |  |
| Food Storage (how much, expiration, for how many people) |  |  |
| Number of Days of Food |  |  |
| Sleeping Area (how many beds, comfort kits, etc.) |  |  |

## Attachment 3: Local Government Situation Report

REPORT #: DATE: TIME:

COMMUNITY**:** COUNTY: MEMA Region:

REPORTED BY (name):

TITLE:

TELEPHONE: CELL PHONE:

1. INCIDENT DESCRIPTION:

 2. LOCAL STATE OF EMERGENCy (circle):NOYESDate:TIME:

 3. CASUALTIES (provide latest figures): Fatalities: Injuries: Missing:

 4. EOC OPERATIONAL (CIRCLE): YES NO

 5. EMERGENCY ORDERS (If any. Examples: evacuation ordered, snow emergency, driving ban, curfew, etc.):

 6. AGENCIES SUPPORTING/ON-SCENE MUTUAL AID (CIRCLE):

 Police Fire Public Works Medical Other

 (Describe): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 7. SHELTER STATUS (Example: Shelter name, location, number of people, managed by Red Cross or Community, contact phone#, etc.):

1. DAMS/RIVERS STATUS:
2. 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

## Attachment 4: Mutual Aid Listings

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

FIRE

[Fill in this section. Example:

Name of town(s)

Rescue Squad/Dive Team

Hospital

Ambulance Service

In Addition:

Fire District Mutual Aid Agreement

Structure Task Forces

Forestry Task Forces

Disaster Task Forces]

POLICE

[Fill in this section. Example:

Law Enforcement Council

Name of town(s)]

BOARD OF HEALTH

[Fill in this section. Example:

DPH Regional Coalition]

# Standard Operating Procedures

**[Standard Operating Procedures (SOP) are guidance documents for how an agency will respond during a time of emergency. The following SOPs outline responsibilities for the Chief Elected Official, EMD, Fire Department Representative, Police Department Representative and DPW representative in the EOC during activation]**

## Attachment 5: Chief Elected Official SOP

The ultimate responsibility for all emergency management activities is vested in the Chief Elected Official. 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 Chief Elected Official 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 Chief Elected Official to ensure vital records are maintained.

All required reports and records of emergency operations activities should be submitted to the Chief Elected Official 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 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: DPW 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)

\_\_\_\_\_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.

