

WEYMOUTH

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



2020

(OFFICIAL LETTERHEAD)

To All Recipients:

Transmitted herewith is the revised Emergency Management Plan. This plan supersedes any previous plans promulgated for this purpose. It provides a framework wherein the community can plan and perform their respective emergency functions during a disaster or emergency situation on the local, state or national level.

This Comprehensive Emergency Management Plan combines the four phases of emergency management:

1. Mitigation:

Those activities which eliminate or reduce the probability of disaster;

2. Preparedness:

Those activities which governments, organizations, and individuals develop to save lives and minimize damage;

3. Response:

Those activities which prevent loss of lives and property, and provide emergency assistance; and

4. Recovery:

Those short and long term activities which return all systems to normal or improved standards.

This plan is written in accordance with existing federal, state and local statutes and understandings of the various departments involved. It will be revised and updated as required.

All recipients are requested to advise the Emergency Management Director of recommendations for improvement.

All Department Heads assigned a responsibility under this plan are hereby directed to develop detailed implementing procedures for their department, describing how response functions will be carried out.

CHIEF ELECTED OFFICIAL

DATE

FOREWORD

This Comprehensive Emergency Management (CEM) plan takes an all-hazards approach, addressing both natural and technological (man-made) hazards. The plan is an important component in community Homeland Security efforts, building on an all-hazards foundation.

This plan addresses emergency situations in which the actions of many different agencies must be coordinated. This major coordination effort differs from those emergencies handled on a daily basis by local fire, law enforcement, and medical service personnel.

This Plan is structured in four parts. Part I deals with the Basic Plan. Part II deals with the Emergency Management Response Organization. Part III deals with Emergency Management Processes and Protective Procedures. Part IV deals with natural and technological hazards.

Emergency response Standard Operating Procedures (SOP's) for local emergency response personnel should be developed based on responsibilities assigned in their plan. These SOP'S will be maintained separately from this plan as supporting documents within the Online CEMP.

Information concerning telephone contacts, equipment inventories, resources, and facilities is contained in the RESOURCE MANUAL.

Generic functional annexes are incorporated within the CEMP and may be customized by plan users to their specific community, they can be found in the FUNCTIONAL ANNEX section of the online CEMP.

Supporting forms to the CEM Plan can be found in the FORMS Section of the online CEMP.

Related GIS Maps, tables, and data can also be found in the MAPS & TABLES portion of the online CEMP.

The HAZARD SPECIFIC ANNEXES section of the online CEMP contains specific hazard response plans; Hazardous Materials Plan and Terrorism Incident Response Plan are included. Users may include additional plans as needed.

**MATOWN COMPREHENSIVE
EMERGENCY MANAGEMENT PLAN**

T A B L E O F C O N T E N T S

	PAGE
TITLE PAGE	i
PROMULGATION STATEMENT.....	ii
FOREWORD.....	iii
TABLE OF CONTENTS	iv
BASE PLAN	v
GLOSSARY.....	1
LIST OF ACRONYMS	11

TABLE OF CONTENTS

BASE PLAN

PART ONE	SECTION
Purpose	1.1
Assumptions	1.2
Hazardous Identification.....	1.3
Concept of Operations.....	1.4
Continuity of Government	1.5
Preservation of Vital Records	1.6
Administration and Logistics.....	1.7
Plan Development & Maintenance.....	1.8
Authorities and References	1.9
PART TWO.....	SECTION
Emergency Management Response Organization	2.1
Direction and Control.....	2.2
Incident Command Information	2.3
Head of Government.....	2.4
Responsibilities of Head of Government.....	2.5
Emergency Management Director	2.6
Responsibilities of the Emergency Management Director	2.7
Law Enforcement.....	2.8
Responsibilities of Law Enforcement (Police Department)	2.9
Fire Service.....	2.10
Responsibilities of Fire Service (Fire Department).....	2.11
Department of Public Works	2.12
Responsibilities of the Department of Public Works	2.13
Health/Medical Services (Health and Medical Coordinator).....	2.14
Responsibilities of Health/Medical Services	2.15
Communications and Warning (Communications and Warning Coordinator)	2.16
Responsibilities of Communications and Warning.....	2.17
Responsibilities of Other Tasked Organizations.....	2.18
Responsibilities of the School Department (Education Department).....	2.19
Responsibilities of Planning Department.....	2.20
Responsibilities of Controller/Chief Financial Officer	2.21
Responsibilities of Animal Control Department	2.22
Responsibilities of Volunteer Organizations	2.23
American Red Cross	2.24
Responsibilities of the American Red Cross.....	2.25
Resource Management	2.26
Responsibilities of Resource Management	2.27

TABLE OF CONTENTS

PART THREE.....	SECTION
Emergency Management Processes and Protective Procedures.....	3.1
Emergency Management Program.....	3.2
Public Information.....	3.3
Responsibilities of the Emergency Public Information Officer	3.4
Training and Education	3.5
Responsibilities of the Training Coordinator/Staff.....	3.6
Damage Assessment and Disaster Assistance Programs	3.7
Public Assistance.....	3.8
Individual and Family Assistance.....	3.9
Responsibilities of the Damage Assessment Coordinator	3.10
Protective Actions	3.11
Evacuation Coordinator	3.12
Responsibilities for Evacuation Operations	3.13
Health Facility Evacuation Activities.....	3.14
Mass Care Coordinator	3.15
Responsibilities of Mass Care Operations	3.16
 PART FOUR	 SECTION
<i>Natural Hazards</i>	4.1
Drought	4.2
Drought Responsibilities	4.3
Earthquake	4.4
Earthquake Responsibilities	4.5
Flooding	4.6
Flooding Responsibilities.....	4.7
Hurricane.....	4.8
Hurricane Responsibilities	4.9
Tornado.....	4.10
Tornado Responsibilities.....	4.11
Urban and Wildfire.....	4.12
Urban and Wildfire Responsibilities.....	4.13
Winter Storm.....	4.14
Winter Storm Responsibilities	4.15
 <i>Technological Hazards</i>	 4.16
Civil Disorder	4.17
Civil Disorder Responsibilities.....	4.18
Dam Failure.....	4.19
Dam Failure Responsibilities	4.20
Hazardous Materials	4.21
Radiological Emergency Planning.....	4.22
Responsibilities for Radiological Emergency.....	4.23
Terrorism.....	4.24
Weapons Related Incident	4.25
Responsibilities.....	4.26

PART ONE

1.1 PURPOSE

This Comprehensive Emergency Management Plan outlines an emergency management program for planning and responding to potential emergency or disaster situations. It assigns responsibilities and functions in order to provide for the safety and welfare of citizens in the event of natural or man-made hazards. This plan addresses Mitigation, Preparedness, Response, and Recovery aspects of emergency management and guides responding agencies and organizations through specific hazards; including associated programs, training, and protective actions.

1.2 ASSUMPTIONS

The responsibilities of specific municipal managers/directors and departments in most Massachusetts communities are similar or identical to those listed on the following pages. Each emergency response organization is responsible for certain mitigation, preparedness, response, and recovery activities.

MITIGATION activities are those that eliminate or reduce the probability of a disaster occurring, and also those activities which lessen the undesirable effects of unavoidable disasters.

PREPAREDNESS activities develop, prepare, and pre-position all resources and capabilities needed in the event of an emergency.

RESPONSE activities provide emergency resources and services during a disaster.

RECOVERY activities seek to restore vital services to the community and to provide for the basic needs of the public. Recovery also involves long-term activities to restore the community to its pre-disaster status, and to institute measures against future emergencies and disasters.

1.3 HAZARD IDENTIFICATION

(State Mitigation Plan)

Massachusetts is subject to the following natural hazards (listed in order of frequency):

- Floods
- Heavy rainstorms
- “Nor’easter” storms
- Coastal erosion
- Hurricanes
- Tornadoes
- Urban fires and wildfires
- Drought
- Earthquakes

1.4 CONCEPT OF OPERATIONS

It is the responsibility of government to develop comprehensive emergency management plans in order to protect life and property from the effects of both natural and technological hazards and to prevent and respond to terrorist acts. Local government has the primary responsibility for emergency management activities. In situations where emergency response needs exceed local capabilities, assistance may be requested from the Massachusetts Emergency Management Agency (MEMA). MEMA utilizes the State Emergency Management Plan, coordinates resources and offers assistance to support local government. Federal assistance may be requested by MEMA to supplement state response, and step in where resources are inadequate. The Stafford Act and the National Response Plan (NRP) outline federal emergency management relationships.

The purpose of the National Response Plan (NRP) is to ensure that all levels of government across the nation can work efficiently and effectively together under a national approach to domestic incident management. The NRP provides the core plan for prevention, preparedness, response, recovery and mitigation. It is designed to protect the nation from terrorist attacks, natural, and manmade hazards, in order to save lives, protect public health, safety, property and the environment, and reduce other disruptions to the American way of life.

The NRP establishes the framework and mechanism to:

- Maximize the efficiency and effectiveness of domestic incident management.
- Improve coordination and integration of federal, state, local, private-sector, and non-governmental organization partners.
- Maximize utilization of resources needed for effective incident management.
- Improve communications and increase situational awareness.
- Facilitate mutual aid and federal support to state and local governments.
- Facilitate federal-to-federal support
- Provide pro-active federal response to catastrophic events.

This CEM Plan is based upon the concept that emergency functions will generally parallel the day-to-day functions of the groups involved in emergency management. To the extent possible, the same personnel, equipment, and material resources will be employed in emergency response functions.

In keeping with this goal, this plan will describe actions to be taken by emergency response organizations to mitigate against, prepare for, respond to, assist with, and recover from emergencies and disasters. It will also assign responsibilities to each group, define authority, and describe response actions for hazards to which the community is vulnerable.

1.5 CONTINUITY OF GOVERNMENT

In an emergency or disaster situation, it is essential that government at all levels, and staff in all departments continue to function. Duly authorized persons must be designated to step in and operate the government and/or its departments in the event that those normally in charge are unable to do so. Refer to the *Resource Manual* (Roles and Responsibilities) for lines of succession.

1.6 PRESERVATION OF VITAL RECORDS

In order to continue normal government operations following a disaster, vital records must be protected. Refer to the *Resource Manual* (Roles and Responsibilities) for vital records information.

1.7 ADMINISTRATION AND LOGISTICS

Other policies and practices concerning implementation of emergency management activities are as follows:

A. Agreements and Understanding

Should local government resources prove inadequate during an emergency, requests for assistance will be made to other local communities and higher levels of government, in accordance with mutual aid agreements. Such assistance may take the form of equipment, supplies, personnel, or other available resources. All agreements will be entered into by duly authorized officials and will be formalized in writing where possible. Refer to *Resource Manual* (Core Functions) for mutual aid listing.

B. Reports and Records

Designated department personnel will submit required reports to the appropriate authorities. All records of emergency management activities will be maintained at the local Emergency Operations Center. A Daily Staff Journal Log for overall emergency response actions, and departmental Chronological Logs should be maintained. Refer to the *Forms Section* for these Logs.

C. Relief Assistance

All individual relief assistance will be provided in accordance with state and federal laws. If disaster assistance activities are to be carried out by contract or agreement with private organizations or individuals, preference will be given to the extent feasible and practicable to those organizations and individuals that reside or do business in the affected areas.

D. Consumer Protection

Consumer complaints pertaining to alleged unfair illegal business practices will be referred to the State Attorney General's Office.

E. Non-Discrimination

There will be no discrimination on grounds of race, color, religion, nationality, gender, sexual preference, age, or economic status in the practice of emergency management. This policy applies equally to all levels of government, as well as contractors, and labor unions.

F. Insurance Claims

Commercial insurance companies and adjustment agencies routinely handle insurance claims. Complaints should be referred to the Massachusetts Insurance Commissioner.

G. Duplication of Benefits

No person, business, concern, or any other entity will receive assistance with respect to any loss for which they have received financial assistance under any other program or for which they have received compensation from insurance or some other source.

1.8 PLAN DEVELOPMENT AND MAINTENANCE

All departments will be responsible for the development and maintenance of their respective sections of this plan. This maintenance includes annual reviewing and updating as necessary, taking into account lessons learned through tests, drills, and exercises.

1.9 AUTHORITIES AND REFERENCES

Provisions detailing local emergency powers are found in the Massachusetts General Laws and other state and federal laws, such as:

- Homeland Security Presidential Directive 5 (HSPD-5)
- Presidential Decision Directive 39 (PDD-39) United States Policy on counter terrorism
- The Disaster Relief Act of 1974, (PL 93-288) as amended by Public Law 100-707, The Robert T. Stafford Act of 1988
- National Response Plan, U.S. Department of Homeland Security.
- Civil Defense Acts of 1950, (PL 81-920) as amended
- Massachusetts Chapter 639 of the Acts of 1950, Chapter 33 as amended (basic Civil Defense/Emergency Management legislation)
- Interstate Civil Defense Compact of 1951 (with abutting states)
- PL 99-499, Title III, SARA (Superfund Amendment and Reauthorization Act)
- PL 84-99 (Federal Insurance Administration PL 93-234 National Flood Insurance)
- General Laws Chapter 131, Section 40 (Wetlands Protection Act)
- General Law Chapter 66 Section 10 (Public Records Law)
- General Laws Chapter 4 Section 7 (26) (Public Records Law)

Executive Orders are authorized by the Massachusetts Civil Defense Act. They are permanent in nature and prescribe consequences for violations:

- Executive Orders #34 and #144 (Civil Defense/Emergency Management Organization)
- Executive Order #27 (Emergency Command Of Resources)
- Executive Orders #40 and #221 (Fire Mobilization)
- Executive Order #46 (Resources Mobilization Planning)
- Executive Order #242, (Comprehensive All-Hazard Emergency Planning)

Administrative Orders are authorized by the Massachusetts Civil Defense Act and have the same force and effect as Executive Orders. They are generally concerned with Civil Defense/Emergency Management Organizations or state officials:

- Administrative Order #10 (Civil Defense Supplies and Equipment)
- Administrative Orders #14 to #23 (State Agency Responsibilities)

PART TWO

2.1 EMERGENCY MANAGEMENT RESPONSE ORGANIZATIONS

Part Two of this plan sets forth descriptions of the purpose, activities, and responsibilities of emergency management organizations and other organizations that support disaster response. The emergency functions for these organizations will generally parallel their normal day-to-day functions, but extended and increased. To the extent possible, the same personnel and material resources will be employed. Day-to-day functions that do not contribute directly to the emergency operation may be suspended or curtailed for the duration of the emergency. The local emergency management organization comprises overall government services, including, but not necessarily limited to, police, fire, public works, health/medical services, communications, volunteer organizations, school departments, town/city planning departments, the financial officer, and animal care and control.

Information pertinent to each organization's support of emergency/disaster situations are outlined as follows, with additional information contained in the ***Resource Manual*** (Reports, Inventories).

2.2 DIRECTION AND CONTROL

The Chief Executive Official is responsible for actions taken on behalf of the community, including delivery of emergency response activities by community officials and departments. The Chief Executive Official is typically the Mayor, Board of Selectmen Chair, or Town/City Manager, depending on the form of local government.

The Chief Executive Official is required by law to appoint an Emergency Management Director who is responsible for coordinating the emergency management program. The Emergency Management Director is responsible for the proper functioning of the Emergency Operations Center, (EOC) and coordination of emergency response in the community. The Emergency Management Director is also the liaison with other communities, and state and federal agencies.

Specific persons and departments are responsible for fulfilling their obligations as presented in this plan. Each department should have its own standard operating procedures for response operations and an understanding of the Incident Command System (ICS). In certain emergency situations, department representatives may be required to staff the EOC to coordinate information and resources.

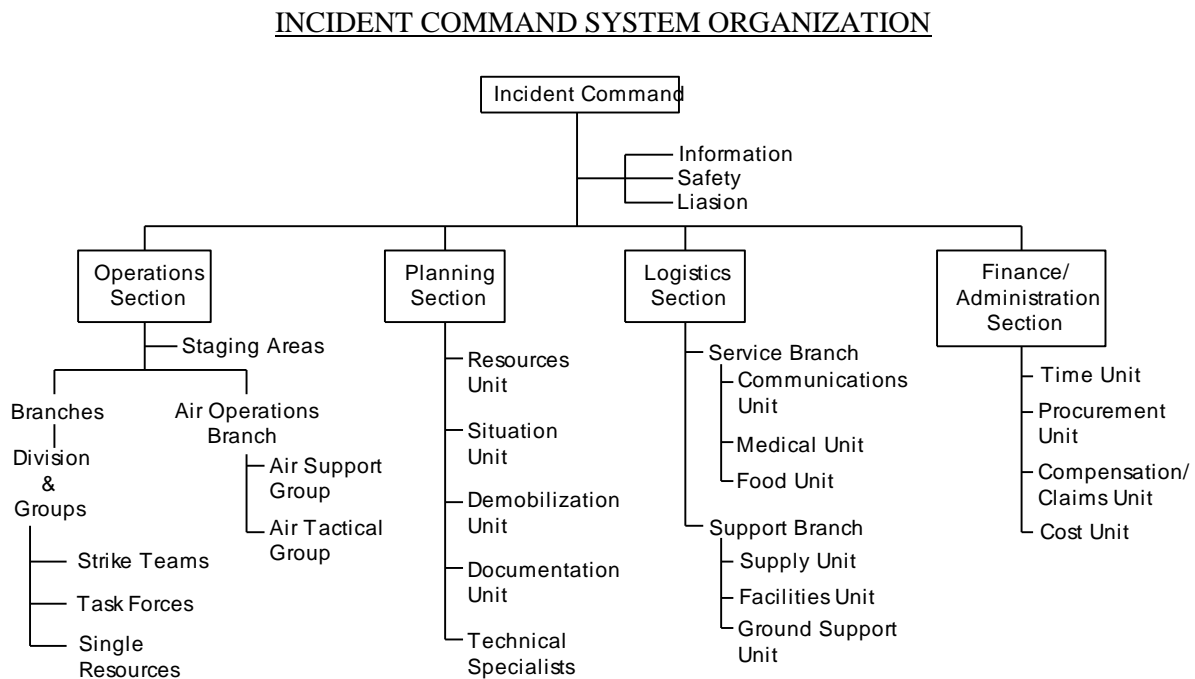
The table “Organizational Responsibilities for Response Functions” outlines key staff and respective plan roles. The ***Resources Manual*** (Roles and Responsibilities) contains additional information on key staff and lines of Succession.

2.3 INCIDENT COMMAND INFORMATION

The Incident Command System (ICS) is a management tool for command, control and coordination of emergency, disaster, or non-emergency events including planned events. It can be used for small and large events alike, and is scaleable to meet individual situations. Federal law requires the use of ICS for response to Hazmat incidents.

The ICS organization is built around five major components:

- Command Staff
- Planning
- Operations
- Logistics
- Finance/Administration



Incident Command System Organization (Figure 1-1)

A basic ICS operating guideline is that the Incident Commander is responsible for on-scene management until command authority is transferred to another person, who then becomes the Incident Commander.

Major responsibilities for the Incident Commander include:

- Performing command activities, such as establishing command and establishing the Incident Command Post (ICP)
- Protecting life and property
- Controlling personnel and equipment resources
- Maintaining accountability for responder and public safety, as well as for task accomplishment
- Establishing and maintaining an effective liaison with outside agencies and organizations, including the Emergency Operations Center (EOC), when it is activated
- Establishing command
- Ensuring responder safety
- Assessing incident priorities
- Determining operational objectives
- Developing and implementing the Incident Action Plan (IAP)
- Developing an appropriate organizational structure
- Maintaining a manageable span of control
- Managing incident resources
- Coordinating overall emergency activities
- Coordinating the activities of outside agencies
- Authorizing the release of information to the media
- Keeping track of costs
- **Life safety.** The Incident Commander's first priority is always the life safety of the emergency responders and the public.
- **Incident stability.** The Incident Commander is responsible for determining the strategy that will:

Minimize the effect that the incident may have on the surrounding area.

Maximize the response effort while using resources efficiently. The size and complexity of the command system that the Incident Commander develops should be in keeping with the complexity (i.e., level of difficulty in the response) of the incident, not the size (which is based on geographic area or number of resources).

- **Property conservation.** The Incident Commander is responsible for minimizing damage to property while achieving the incident objectives. As incidents become more involved, the Incident Commander can activate additional General Staff sections (that is, Planning, Operations, Logistics, and/or Finance/Administration), as necessary.

Planning Section

In smaller events, the Incident Commander is responsible for planning, but when the incident is of larger scale, the Incident Commander establishes the Planning Section. The Planning Section's function includes the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. This section's responsibilities can also include creation of the Incident Action Plan (IAP), which defines the response activities and resource utilization for a specified time period.

Operations Section

The Operations Section is responsible for carrying out the response activities described in the Incident Action Plan. The Operations Section Chief coordinates Operations Section activities and has primary responsibility for receiving and implementing the Incident Action Plan. The Operations Section Chief reports to the Incident Commander and determines the required resources and organizational structure within the Operations Section. The Operations Section Chief's main responsibilities are to:

- Direct and coordinate all operations, ensuring the safety of Operations Section personnel
- Assist the Incident Commander in developing response goals and objectives for the incident
- Implement the Incident Action Plan
- Request (or release) resources through the Incident Commander
- Keep the Incident Commander informed of situation and resource status within operations

Logistics Section

The Logistics Section is responsible for providing facilities, services, and materials, including personnel to operate the requested equipment for the incident. This section takes on great significance in long-term or extended operations. It is important to note that the Logistics Section functions are geared to support the incident responders. For example, the Medical Unit in the Logistics Section provides care for the incident responders not civilian victims.

Finance Section

Though sometimes overlooked, the Finance/ Administration Section is critical for tracking incident costs and reimbursement accounting. Unless costs and financial operations are carefully recorded and justified, reimbursement of costs is difficult, if not impossible. The Finance/Administration Section is especially important when the incident is of a magnitude that may result in a Presidential Declaration. Each of these functional areas can be expanded into additional organizational units with further delegation of authority. They also may be contracted as the incident deescalates.

Organizational responsibilities for response functions can be found in the Resource manual (Roles & responsibilities)

2.4 HEAD OF GOVERNMENT - Chief Executive Official

The ultimate responsibility for all emergency management activities is vested in the Chief Executive Official. The Chief Executive Official is responsible for all policy level decisions, and during emergency operations will be responsible for handling non-routine problems. It is advised that the Chief Executive Official assemble key municipal officials to make major decisions regarding operations during an emergency/disaster.

In the event of an emergency/disaster situation, it is essential that government at all levels be maintained and that authorized persons maintain operations. It is the responsibility of the Chief Executive Official to ensure that an approved line of succession exists in case they are unable to perform their duties. It is ultimately incumbent upon the Chief Executive Official to ensure that vital records are maintained.

All required reports and records of emergency operations activities will be submitted to and received by the Chief Executive Official, as well as other appropriate authorities. A Continuity of Government (COG) Plan Annex should be developed to fully address these needs and to augment this plan.

2.5 RESPONSIBILITIES OF CHIEF EXECUTIVE OFFICIAL

A. Mitigation

1. Develops / approves all emergency management-related policies and makes all final decisions concerning emergency management actions.
2. Appoints a Public Information Officer.
3. Identifies, by title or position, individuals responsible for serving as heads of each Emergency Management function.

B. Preparedness

1. Approves all emergency management plans.
2. Designates "media center" location.
3. Maintains all jurisdictional records.

C. Response

1. Responsible for overall response operations.
2. Handles all non-routine problems during an emergency / disaster.
3. Maintains vital records.
4. Authorizes activation of Emergency Alert System (EAS).
5. Authorizes issuance of evacuation instructions.
6. Issues order to open mass care facilities.

D. Recovery

1. Develops / approves all disaster recovery policies.
2. Authorizes mitigation strategies for recovery.

2.6 EMERGENCY MANAGEMENT DIRECTOR Emergency Program Manager

The Emergency Management Director (EMD), appointed by the Chief Executive Official, is delegated responsibility for coordinating the emergency management program, including advising the Chief Executive Official on courses of action available for decision making. The Emergency Management Director is responsible for the development and maintenance of the *Comprehensive Emergency Management Plan* and for providing it to those responsible for its implementation. The EMD shall brief appropriate officials on their emergency management roles. The EMD will coordinate an annual review and revision of this plan with all involved officials and conduct an exercise of the plan at least once a year. Exercises provide practical, controlled, operations experience.

During emergency situations, the demand for services escalates and decisions must be made to effectively utilize resources. The Community Emergency Operations Center (EOC) is the protected site from which local officials coordinate, monitor, and direct emergency response activities during an emergency. Activation of the EOC may be necessary to coordinate response activities. The EMD is responsible for coordinating response actions including operations of the EOC. The *Resource Manual* (Emergency Services) contains primary and alternate EOC information.

It is advised that the Emergency Management Director assemble agency personnel as needed in order to coordinate and carry out emergency activities and ensure the smooth operation of the EOC.

State assistances during the disaster/emergency period may be requested through Massachusetts Emergency Management Agency.

2.7 RESPONSIBILITIES OF THE EMERGENCY MANAGEMENT DIRECTOR

A. Mitigation

1. Coordinates and carries out all Emergency Management activities and ensures smooth operation of the department and the EOC.
2. Coordinates public emergency education/awareness.
3. Develops and maintains the local *Comprehensive Emergency Management Plan*. Refer to the *Forms Section* for suggested forms and lists to be used in the EOC.

B. Preparedness

1. Develops EOC procedures to assure activation on short notice and adequate staffing and communications, including maintaining lists of resources and personnel to be notified when emergency situation occurs.
2. Oversees the planning and development of basic warning/notification functions.
3. Trains public officials and EOC personnel on EOC operations.
4. Ensures stocking and/or tracks availability of food, water, administrative supplies, and other essential supplies and equipment needed for emergency operations.
5. Designates facilities to be used as EOC and alternate EOC.
6. Ensures that adequate resources are available at alternate EOC.
7. Consults with coordinators of all individual emergency functions to ensure readiness for management of potential emergency/disasters.

C. Response

1. Activates EOC and initiates response procedures and activities.
2. Coordinates all EOC activities and emergency response activities of other agencies, and interfaces with the on-site Incident Command. Refer to Part 3 for protective procedures such as evacuation and sheltering and to Part 4 for hazard specific response actions.

D. Recovery

1. Continues or phases out response operations as needed.
2. Initiates recovery activities including damage assessment, compilation of damage assessment data, and applying for federal and state disaster relief funds. (In some cases a separate individual may be appointed by the Chief Executive Official to be in charge of coordinating disaster relief applications). Refer to the Massachusetts Emergency Management Agency's *Disaster Assistance Program Guide*, a manual of information and instructions on damage assessment and applying for state and federal disaster relief assistance.
3. De-activates EOC.

2.8 LAW ENFORCEMENT - Police Department

Law Enforcement activities in an emergency will be an expansion of normal daily responsibilities. 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.

2.9 RESPONSIBILITIES OF LAW ENFORCEMENT

A. Mitigation

1. Plans for maintaining law and order, traffic and crowd control during disasters emergencies.
2. Maintains law enforcement resources. Refer to *Resource Manual* (Emergency Services) for law enforcement equipment inventory.

B. Preparedness

1. Provides training for primary and auxiliary law enforcement personnel.
2. Ensures that law enforcement mutual aid agreements are in place.

C. Response

1. Provides law enforcement during disaster emergency period
2. Provides traffic control, crowd control, and restricted area control, including patrolling evacuated areas. Refer to Flood and Hurricane Traffic Control Points and Evacuation Routes the *Maps and Tables* annex.
3. Provides security to Critical Infrastructure and Facilities, including Mass Care Shelters.
4. Provides warning and notification support, which may include the use of mobile warning units.
5. May provide back-up communications for shelter operations and other communications support.
6. Conducts and/or supports search and rescue operations.
7. May issue restricted area passes to appropriate personnel. Refer to the *Forms Section* for a sample emergency pass. The following vehicles and occupants are typically allowed access to controlled areas with valid ID: marked utility company vehicles, military and government vehicles, marked town/city vehicles, and relief agency vehicles.
8. Provides liaison and coordination with other law enforcement groups and mutual aid.
9. Provides EOC support.
10. Directs and carries out evacuation and relocation of prisoners in jail/lock-up facility.
11. Coordinates with State Police to provide traffic control on state highways, and additional support to local operations.
12. Performs Incident Command duties if appropriate.

D. Recovery

Continues response operations until no longer needed.

2.10 FIRE SERVICE - Fire Department

The basic responsibilities of the fire service in emergency/disaster situations are fire control and management of hazardous materials incidents, including radiological incidents. The fire service is also involved with rescue operations, and, to some degree, public warning systems. During emergency response activities, if fire service resources become exhausted, additional support will be obtained through mutual aid, state agencies, and the Fire Mobilization Plan. The fire chief is responsible for coordinating all emergency fire service operations.

2.11 RESPONSIBILITIES OF FIRE SERVICE

A. Mitigation

1. Provides fire code enforcement and fire prevention services including inspections and public education.
2. Maintains plans for providing resources and services needed during disaster/emergency periods.
3. Maintains fire department resources. Refer to *Resource Manual* (Emergency Services) for fire service inventory.

B. Preparedness

1. Provides emergency disaster training for primary and auxiliary fire personnel.
2. Ensures hazardous materials safeguards are in place. Refer to Part 4.
3. Maintains readiness of all fire service equipment, supplies, procedures, and mutual aid agreements needed for emergency disaster response activities.

C. Response

1. Provides fire response and control during disaster/emergency period.
2. Provides communications and warning/notification support, including operation of fixed and mobile siren units.
3. Provides search and rescue operations.
4. Provides radiological monitoring and decontamination support.
5. Provides hazardous material incident response, control, and operations support, including biochemical decontamination.
6. Provides primary or secondary emergency medical services.
7. Provides EOC support.
8. Provides fire control in shelters.
9. Performs incident command duties when appropriate.

D. Recovery

1. Conducts and/or supports damage assessment activities including fire inspection of damaged facilities.
2. Continues to provide EOC support until no longer needed.

2.12 DEPARTMENT OF PUBLIC WORKS

In an emergency/disaster situation, the local Department of Public Works is responsible for deploying appropriate, available equipment and manpower in a prompt and orderly manner. Resources may include equipment accessed through the police, fire, health and school departments as outlined in the *Resource Manual*. In the event that local resources are exhausted, assistance may be requested from MEMA.

2.13 RESPONSIBILITIES OF THE DEPARTMENT OF PUBLIC WORKS

A. Mitigation

1. Maintains plans for providing equipment and services needed during emergency/disaster period.
2. Provides training as needed to DPW and other response personnel for optimal utilization of resources during emergency/disaster periods.
3. Maintains DPW resources. Refer to *Resource Manual* (Core Functions) for DPW inventory.
4. Maintains roads, bridges, waterways, water and sewer systems and services
5. Maintains flood control systems.
6. Provides engineering services and consultation.
7. Provides snow and debris removal.

B. Preparedness

1. Maintains readiness of all DPW equipment, supplies, and personnel needed in connection with emergency/disaster response activities. Refer to *Resource Manual* (Core Functions) for location of regular DPW staging area, and designated additional staging area(s).
2. Ensures written agreements are in place with emergency response organizations for use of equipment.
3. Provides fuel storage.

C. Response

1. Provides distribution and management for emergency/disaster equipment and related resources for emergency use through EOC.
2. Identifies and staffs resource distribution centers.
3. Provides fuel for emergency generators.
4. Provides for pre-positioning of traffic control devices. Refer to traffic control point list.
5. Provides EOC support.
6. Provides potable water.
7. Provides debris clearance supporting emergency response activities and access to affected areas.
8. Performs incident command duties at emergency scene, if appropriate.

D. Recovery

1. Provides damage assessment of public buildings, roads, bridges, and other facilities and infrastructure.
2. Assesses impact of emergency on available equipment and resources.
3. Provides estimates of costs to provide needed recovery resources.
4. Coordinates record keeping related to damage assessment and recover resources.
5. Provides debris clearance and disposal.
6. Coordinates with public health on water testing.
7. Provides road, bridge, and other public facility repair.
8. Coordinates with utility companies to restore services.

2.14 HEALTH / MEDICAL SERVICES (Health and Medical Coordinator)

In most emergency/disaster situations there is a potential for public health problems and a need for medical response. The Health and Medical Coordinator is responsible for direction and control of health/medical services during an emergency/disaster situation. In the event that local health/medical capability is exhausted, additional support may be requested from state/federal agencies.

2.15 RESPONSIBILITIES OF HEALTH / MEDICAL SERVICES

A. Mitigation

1. Provides continuous health inspection of public facilities.
2. Administers immunization programs.
3. Administers blood programs.
4. Provides training to appropriate personnel in detection, evaluation, and prevention of communicable diseases.
5. Assesses impact on community (of major influenza pandemic).
6. Maintains plans for administration of health department responsibilities during disaster/emergency periods.
7. Provides programs to the public in disease prevention and health education.

B. Preparedness

1. Maintains readiness of medical facilities, supplies, equipment, and personnel for use during disaster/emergency period. Refer to the *Resource Manual* (Core Functions) for health/medical inventory.
2. Provides for protection of food and water supply.
3. Consults with representatives of response agencies to discuss coordination of health/medical aspects of response to emergency/disaster.
4. Coordinate Influenza Pandemic planning with Massachusetts Department of Public Health and community public and private health care provider network.

C. Response

1. Directs the management, distribution, and utilization of health departments and health/medical resources during disaster period. Refer to the *Resource Manual* (Vulnerable Populations and Areas) for health/medical facility evacuation information.
2. Investigates and corrects problems with sanitation conditions during emergency/disaster periods.
3. Coordinates medical treatment support activities of all response organizations providing such services.
4. Provides safe waste disposal.
5. Provides EOC support.
6. Provides for water and food inspection, and laboratory testing during emergency/disaster period.
7. Provides pest control.
8. Coordinates necessary mortuary services with the Chief Medical Examiner, including operation of temporary morgues, and identification and registration of victims. Refer to the *Resource Manual* (Core Functions) for mortuary facilities listing.

D. Recovery

1. Continues response activities as needed.
2. Compiles health/medical assessment data as needed for application for state and federal relief funds.

2.16 COMMUNICATIONS AND WARNING COORDINATOR

Communications and warning are essential to managing emergency situations. Large scale emergency operations may require communications capability not found within day to day operations. Resources to meet these extra ordinary events need to be pre-identified and secured through mutual aid agreements, or letters of understanding with public and private entities such as RACES, local industry, etc.

2.17 RESPONSIBILITIES OF COMMUNICATIONS AND WARNING

A. Mitigation

1. Develops and maintains warning and communications procedures and systems for use during emergency/disaster periods.
2. Develops and maintains plans for communications procedures and use of equipment.

B. Preparedness

1. Ensures readiness of communications facilities and equipment through a regular schedule of testing, repair, and maintenance, and stocks of replacement parts. Refer to the *Resource Manual* (Core Functions) for communications inventory.
2. Identifies warnings and communications resources in local government, private and public service organizations, and the broader community available to the EOC in time of emergency.
3. Provides training of personnel on use of equipment.
4. Coordinates emergency communications and warning frequencies and procedures with neighboring communities.
5. Ensures communication of warning/notifications to hearing impaired and non-English speaking populations.
6. Ensures backup of warning/notification systems.

C. Response

1. Issues appropriate warning/notification concerning the occurrence of a disaster/emergency. Refer to the *Resource Manual* (Core Functions) for primary warning point and general warning information.
2. Staffs communications facilities/areas and operates all systems as necessary throughout the disaster period.
3. Arranges for 24-hour staffing of communications areas.
4. Supports media center communications operations.

D. Recovery

1. Continues to support response activities as needed.
2. Provides notification to public that the emergency/disaster period has passed and relays information/instructions for safe return to affected areas.

2.18 RESPONSIBILITIES OF OTHER TASKED ORGANIZATIONS

The School Department, Chief Financial Officer, Volunteer Organizations, the local Planning Department, the local Comptroller/Chief Finance Officer, local Animal Care and Control, and Volunteer Organizations including the American Red Cross as well as other government and private sector organizations assigned emergency response functions are obligated to maintain their own capability to carry out their emergency functions.

2.19 RESPONSIBILITIES OF THE SCHOOL DEPARTMENT - Education Department

A. Mitigation

1. Maintains plans for protection of students during a disaster/emergency period.

B. Preparedness

1. Regularly practices, through drills and other educational means, procedures for safe evacuation and relocation of students in case of an emergency.
2. Coordinates with the American Red Cross and emergency management organization arrangements to use schools and/or school food stocks for mass care shelter and feeding.

C. Response

1. Protects students in school by releasing them, sheltering them, or evacuating and relocating them to safe areas during disaster/emergency.
2. Provides school buildings for public shelter.
3. Provides buses for evacuation of students and public during disaster/emergency.

D. Recovery

1. Coordinates safe re-entry of students into school after disaster/emergency period has passed.
2. Assists in damage assessment of school facilities.

2.20 RESPONSIBILITIES OF PLANNING DEPARTMENT

A. Mitigation

1. Provides support for all aspects of emergency management, such as mitigation studies.

B. Preparedness

1. Coordinates planning efforts with local emergency management organization.

C. Response

1. Provides planning support using community data and other technical resources.
2. Provides EOC support for Planning Section.

D. Recovery

1. Provides support for damage assessment activities.

2.21 RESPONSIBILITIES OF LOCAL COMPTROLLER /CHIEF FINANCIAL OFFICER

A. Mitigation

1. Maintains jurisdiction financial records.

B. Preparedness

1. Establishes procedures for handling financial aspects of disaster / emergency activities and consequences.
2. Becomes familiar with Stafford Act protocol and procedures.

C. Response

1. Provides EOC support.
2. Handles procurement requests and maintains records of financial transactions during disaster/emergency period.
3. Provides local head of government with status of financial transactions.

D. Recovery

1. Provides support for damage assessment activities.
2. Prepares appropriate reports on costs incurred during disasters.

2.22 RESPONSIBILITIES OF THE ANIMAL CARE AND CONTROL AGENCY

A. Mitigation

Coordinates planning with appropriate public and private sector agencies planning which provides for protection of domestic animals, fish and wildlife during an emergency/ disaster situation.

B. Preparedness

1. Forms emergency response teams to address activities necessary for the care of animals in an emergency such as evacuation, sheltering, medical treatment, search and rescue, etc.
2. Coordinates emergency/disaster animal issues with MEMA, ESF-17, Animal Protection.

C. Response

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

D. Recovery

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

2.23 RESPONSIBILITIES OF VOLUNTEER ORGANIZATIONS

A. Mitigation

Maintains plans for administering various types of assistance during disaster/emergency period.

B. Preparedness

1. Maintains its own resources, personnel, and procedures in readiness for disaster occurrences.
2. Trains volunteers for their responsibilities during disaster/emergency period.

C. Response

1. Provides feeding and clothing services during disaster/emergency period.
2. Provides shelter management support.
3. Provides EOC support.
4. Provides field canteens.

D. Recovery

Assists with cleanup recovery period.

2.24 AMERICAN RED CROSS

The mission of the American Red Cross (ARC) Disaster Services is to implement the disaster related provisions of its Congressional Chapter and subsequent legislation (Jan. 5, 1905), and the mission and corporate goals of the American Red Cross Board of Governors, by ensuring and independent nationwide system of mitigation, education, planning, preparedness, and response that will provide the American people with effective quality services delivered in a uniform manner. These actions are undertaken in conjunction with government and other entities to help ensure timely and effective service delivery to people and communities impacted by disaster.

The local ARC chapter works with a consortium of other Massachusetts ARC chapters and the national organization to assist in the fulfillment of its mission.

2.25 RESPONSIBILITIES OF THE AMERICAN RED CROSS

A. Mitigation

1. Works with government and other partners to help develop and strengthen mitigation strategies. Supports efforts to create a disaster resistant community.
2. Promotes the adoption of public policies supporting mitigation strategies.
3. Encourages and supports efforts to incorporate mitigation into community decision making.
4. Conducts Community Disaster Education programs.

B. Preparedness

1. Participates in developing and testing community disaster plans.
2. Develops and tests local ARC disaster response plans. Based on Hazard and Risk Impact Analysis, determines resources necessary for an effective ARC response, including identifying and training personnel for disaster response.
3. May designate person(s) to serve as a liaison to various government emergency operations centers and/or command posts.
4. Works with government, other voluntary agencies, private agencies, and the business community to identify resources for coordinated disaster response.
5. Identifies facilities which may be required for service delivery to people affected by disaster caused situations. For safety considerations (including compliance with ARC 4496 "Hurricane Evacuation Shelter Selection Guidelines"), local government will assist ARC with the shelter selection program.

C. Response

1. Opens and operates facilities under ARC auspices to provide emergency shelter to people affected by a disaster situation.
2. Provides emergency mass feeding on a fixed or mobile basis. Feeding will generally take place at ARC service delivery locations and areas heavily affected by a disaster situation.
3. May operate a system of bulk distribution of emergency relief supplies and life sustaining products to communities affected by a disaster.
4. Provides disaster health services, including mental health services, at ARC service delivery locations. Assists government health interventions if requested and if personnel are available.
5. Recruits and trains additional personnel to assist in ARC relief activities.
6. Coordinates relief activities with state ARC, other agencies, businesses, labor and government.
7. Provides statistical information on a regular basis to government in keeping with the basic plan.
8. Handles inquiries from concerned family members through the ARC Family Wellbeing Inquiry (FWI) system after an initial moratorium.
9. Provides blood and blood products through the American National Red Cross.

D. Recovery

1. Transitions from emergency shelters to resumption of normal living patterns or longer term care by government agencies. Works with government to aid in the transition to temporary housing/return to normal living conditions.
2. Provides individual and family assistance to meet immediate emergency needs. Opens ARC Service Center(s) as needed to provide this assistance. Coordinates assistance with government to avoid duplication of benefits.
3. May staff local Disaster Recovery Centers, if appropriate.
4. Assesses relevant long-term services needed by people and communities affected by a disaster event. Coordinates ARC activities designated to assist in the recovery process.
5. Disseminates public information describing available ARC services and provides information and referrals to government and other agencies' disaster relief programs.
6. Assists in meeting the emergency needs of clients whose needs are not met through government programs. Participates in any unmet needs committees.

2.26 RESOURCE MANAGEMENT

Resource management in emergency management involves managing personnel, equipment, facilities, and supplies needed to protect the public. This ranges to analyzing resource needs, procuring resources, and staging the resources for efficient support of emergency operations. Depending on the nature of the emergency, specialized resources may be required. Resource inventories and other resource information can be found in the ***Resource Manual*** (Core Functions).

2.27 RESPONSIBILITIES OF RESOURCE MANAGEMENT

A. Mitigation

1. Plans resource services to be provided in an emergency. Refer to the ***Resource Manual*** (Core Functions and Resource Management) for equipment inventories and other resources such as transportation.
2. Coordinates activities through Emergency Management Director.
3. Plans for and trains adequate personnel for maximum utilization of resources:
 - a. Law Enforcement
 - b. Fire Services
 - c. Board of Health
 - d. Public Works Department
 - e. School Department
 - f. All other departments

B. Preparedness

1. Identifies emergency resources.
2. Prepares written agreements with other departments, private companies and volunteer organizations to ensure availability of volunteers and resources.

C. Response

1. Coordinates Resource Management.
2. Coordinates distribution of resources to disaster victims.
3. Identifies resource distribution centers.
4. Coordinates local efforts with other agencies including volunteer agencies.
5. Keeps records of services and resources rendered during an emergency.
6. All essential consumer goods, such as food and medicine will be warehoused in pre-designated buildings listed in the ***Resource Manual*** (Core Functions) or other sites depending upon need.
7. Supplies necessary fuel for emergency generators and other supply equipment at disaster sites.

D. Recovery

1. Coordinates resource management.
2. Assesses needs of victims.
3. Estimates costs to provide resources.
4. Assesses impact of the emergency on available resources and identifiable needs.
5. Records resource needs and available supplies.
6. Provides support for debris removal.

PART THREE

3.1 EMERGENCY MANAGEMENT PROCESSES AND PROTECTIVE PROCEDURES

The third part of this Plan deals with procedures and processes carried out by emergency management and response organizations prior to, during, and after emergencies and disasters in order to save lives, prevent injuries, and minimize property damage. This section addresses Public Information, Training and Education, and Damage Assistance Program processes, as well as Evacuation and Mass Care Sheltering protective procedures.

For information and instructions concerning Damage Assessment and applying for state and federal disaster relief funds, please refer to the “MEMA Disaster Assistance Program Reference Guide”.

3.2 EMERGENCY MANAGEMENT PROGRAM

3.3 PUBLIC INFORMATION

It is crucial that the public receive accurate and timely information and instructions concerning impending and occurring disasters and emergencies. It is also extremely important that programs be in place to train and educate the public on disaster preparedness long before any emergency/disaster occurs. Citizens must receive accurate and timely information through the media concerning what measures to take to protect themselves and their families from disaster consequences. When acting on this information, people not only have a better chance at surviving the disaster, but will in turn free up more emergency personnel to attend to other victims.

Emergency public information focuses on warning, evacuation, and sheltering instructions. The flow of erroneous and misleading information must be controlled through effective rumor control. These programs are directed by the Public Information Officer (PIO). The success of these efforts relies heavily on the cooperation of commercial print media, television, radio, and the Internet.

Emergency Public Information in camera-ready copy and audio and video tape formats should be prepared in advance of emergency/disaster occurrences, and contain information specific to various hazards. This information should be available to the visually and hearing impaired and to non-English speaking populations.

The PIO should make every effort to provide accurate and timely information to the news media. A Media Center should be designated where media may obtain information in a safe and controlled environment. The Media Center is listed in the ***Resource Manual*** (Core Functions). Recognition of the rights and needs of the media to perform their function is important. The public should be informed of the following information through the PIO as soon as possible.

- Nature, location, and time of emergency/disaster
- Immediate actions that should be taken by the public
- Confirmed number of casualties, nature and injuries
- Identification of victims, their condition, and where treated if appropriate
- Agencies involved in response and scope of their involvement
- Telephone numbers where the public can receive answers to specific questions and further information

3.4 RESPONSIBILITIES OF THE EMERGENCY PUBLIC INFORMATION OFFICER

A. Mitigation

1. Develops and conducts hazard awareness information and educational programs for the general public.
2. Develops and maintains a mutually cooperative relationship with local and area media.

B. Preparedness

1. Maintains plans for carrying out emergency public information activities during disaster emergency periods.
2. Prepares Emergency Public Information and instructions when possible for use in time of emergency/disaster.
3. Ensures that Emergency Public Information will reach special population groups (e.g. school children and other institutionalized populations).
4. Secure training for Public Information personnel

C. Response

1. Broadcasts emergency/disaster-related public informational instructions. Refer to *Resource Manual* (Core Functions) for listings of commercial radio and TV stations, newspapers, and cable TV.
2. Coordinates rumor control.
3. Provides news releases and conducts news conferences.
4. Maintains a record of events.

D. Recovery

1. Continues to provide emergency public information and recovery instructions as long as necessary.
2. Compiles and develops post-disaster report including an assessment of effectiveness of Emergency Public Information program.

3.5 TRAINING AND EDUCATION

There are many programs available at both the state and federal levels to provide training in all aspects of emergency management to emergency response personnel, government officials, industry and the general public. Effective emergency management training programs provide responders with the skills to implement an effective response which will save lives, minimize injury, and protect property during emergency/disaster events.

Programs should be initiated at the local level to provide instruction to the general public to prepare them for protecting themselves against the consequences of emergency/disaster occurrences. Most of the emergency information received by the general public comes through electronic and print media, but public emergency management meetings and conferences may also be held for the purpose of conveying information and instructions concerning specific types of emergencies and disasters. This educational information may be presented through films, videotapes, lectures, booths, demonstrations, handouts, or audio/visual displays. MEMA keeps a large inventory on hand of instructional flyers, brochures, and booklets on a variety of Emergency Management subjects.

MEMA receives and processes applications for (and provides information concerning) the Commonwealth of Massachusetts Human Resource Division Professional Development Programs, and FEMA Emergency Management Institute training courses. Information concerning all of these programs can be obtained by contacting the MEMA Training Division.

The Emergency Management Director ensures the overall readiness of local emergency response personnel by maintaining an emergency management training program. Emergency management subjects which should be covered by all departments include but are not limited to self protection when responding to an emergency, efficient management of the immediate disaster scene, rescue skills, evacuation procedures, shelter management, radiological monitoring, etc. Proposals for scheduled training should be in place by the beginning of each fiscal year.

3.6 RESPONSIBILITIES OF THE TRAINING COORDINATOR/ STAFF

A. Mitigation

1. Establishes policies and procedures pertaining to the training of individuals, groups, and functional teams in emergency/disaster subjects, skills, and techniques.
2. Arranges for the availability of qualified instructors, equipment, supplies, and related material for training personnel in Emergency Management related subjects both during normal times and just prior to an anticipated emergency/disaster period.
3. Maintains up-to-date lists of Emergency Management training materials, literature, and courses that are available outside of the local community.

B. Preparedness

1. Ensures that an adequate supply of training aids, instructors, and functional support will be available for increased readiness training and during the emergency/disaster period.
2. Develops an additional resource pool of instructors from the state and federal governments to conduct or assist in conducting Emergency Management training.

C. Response

Provides for on-site instruction as required during emergency/disaster period.

D. Recovery

Releases personnel who are no longer needed for response activities and implements short- and long-term recovery training as necessary.

3.7 DAMAGE ASSESSMENT AND DISASTER ASSISTANCE PROGRAMS

3.8 PUBLIC ASSISTANCE

The Public Assistance Program provides partial reimbursement to State and Local governments for: the repair or reconstruction of public facilities which are owned and operated by government; debris removal; and protective measures. Assistance may also be available to certain Private Non-Profit (PNP) organizations who provide an essential public service open to all persons within the community. Examples of eligible PNP's are: museums, zoos, community centers, senior citizen centers, libraries, homeless shelters, rehabilitation facilities, and shelter workshops. Facilities which are not eligible are: recreation, public housing, cemeteries, theaters, parking, conference facilities, and job counseling/training.

The Public Assistance Program is administered by the Massachusetts Emergency Management Agency, Disaster Recovery Division, as the Grantee for all federal funds related to the program. Eligible applicants to the program are Subgrantees.

An Applicant Briefing on all aspects of the Public Assistance Program will be held as soon as possible after receipt of the declaration. Every community, and private non-profit organization, in the declared disaster area must send a representative to the meeting. The individual attending the meeting should be the designated Authorized agent and qualified to speak officially for the local government or organization they are representing. It is recommended that a fiscal and public works person also attend the meeting.

Refer to the Public Assistance Handbook "MEMA Disaster Assistance Program Reference Guide", August 1995, for details concerning community disaster recovery for public property and the eligible non-profit organizations. The ***Resource Manual*** (Roles and Responsibilities) lists possible locations for Disaster Field Offices to coordinate disaster assistance.

3.9 INDIVIDUAL AND FAMILY ASSISTANCE

The Individual and Family Grant Program provides assistance to individuals and families adversely affected by a major disaster for meeting disaster related expenses, or for the needs of those unable to meet expenses through other disaster assistance programs. Such assistance may include Disaster Housing Assistance, Individual and Family Grants, Home/Personal and Business loans through the Small Business Administration (SBA), or the Farmer's Home Administration (FMHA) for farm owners or tenants. Details on these programs may be obtained from the MEMA Disaster Recovery Division. Refer to the ***Forms Section*** for damage assessment forms, which would be used to record public, individual, family and SBA damage information during and after a disaster. The ***Resource Manual*** (Roles and Responsibilities) lists possible locations for Disaster Recovery Centers to coordinate disaster assistance.

3.10 RESPONSIBILITIES OF THE DAMAGE ASSESSMENT COORDINATOR

A. Mitigation

1. Develops and enforces adequate building codes
2. Develops and enforces adequate land use regulation.

B. Preparedness

1. Train personnel in damage assessment techniques.
2. Maintains pre-disaster maps, photos, and other documents for damage assessment purposes.
3. Lists critical facilities requiring priority repairs if damaged.

C. Response

1. Collects damage information.
2. Compiles damage assessment reports.

D. Recovery

1. Provides summaries of damage assessment reports.
2. Identifies unsafe structures and prevent their use.
3. Monitors restoration activities.
4. Reviews building codes and land use regulations for possible improvements.

3.11 PROTECTIVE ACTIONS

3.12 EVACUATION COORDINATOR

An emergency situation may require the evacuation of part or all of the community. The characteristics and scope of the emergency will determine where evacuation occurs, the number of people affected, and the measures needed to ensure safety.

The public will be advised to evacuate by public safety officials. The primary means of transportation during an evacuation is private automobile. Providing transportation to those without access to a vehicle or who require medical or other assistance is an important factor in the evacuation process.

Facility managers with special needs populations are responsible for the evacuation of those in their care. Assistance in the evacuation process may be requested through the Emergency Management Director, if needed. These facilities should have plans and resources to support an emergency evacuation. See the ***Resource Manual*** (Vulnerable Populations and Areas and Core Functions) for Facility Response Requirements, transportation resources, alternate transportation system, and jail relocation information.

In the case of a Hazardous Material (HAZMAT) release, a specified radius around the incident may be closed off by public safety officers upon the recommendation of the incident commander. Flooding or other types of emergencies may affect a larger area.

General large-scale evacuations involving two or more communities will be coordinated through the Massachusetts Emergency Management Agency. Small-scale evacuations, which involve only one community or limited area such as one neighborhood, are coordinated through the EMD and community public safety personnel.

3.13 RESPONSIBILITIES FOR EVACUATION OPERATIONS

A. Mitigation

1. Identifies areas that will probably need to be evacuated in case of certain types of disasters, such as flood plains, areas near HAZMAT sites, areas downstream of dams, etc. (Refer to Part 4 for further information).
2. Maintains plans outlining evacuation procedures.
3. Determines that Special Needs populations have appropriate host arrangements.

B. Preparedness

1. Identifies 'special needs population' that will require assistance during an evacuation. Refer to Health Facility Evacuation Activities.
2. Identifies best evacuation routes through and out of the community away from areas likely to be affected by more common disasters such as flooding and HAZMAT incidents. These should take into account vehicle capacity and predictable areas of traffic impasse.
3. Identifies possible sources of transportation, both publicly and privately owned, and draws up letters of agreement for use of these resources where appropriate.
4. Provides training to drivers of public transport evacuation vehicles where appropriate.
5. Provides public education regarding evacuation procedures.

C. Response

1. Initiates evacuation procedure after recommendation to evacuate is issued.
2. Provides traffic and perimeter control through local and State Police.
3. Proceeds with evacuation of special needs' populations.

D. Recovery

Initiates return of victims to affected area when emergency/disaster has passed, including providing information and instructions to the public concerning safe re-entry into their neighborhoods and homes.

3.14 HEALTH FACILITY EVACUATION ACTIVITIES

In order to provide for the reduction of endangered health facility patient population, the continued care of non-relocatable patients in endangered areas, and additional medical personnel to meet local emergency needs and those of nearby communities, the following recommendations are made:

- A. Should an actual or pending disaster threaten a health facility whereby staff and patients' lives are endangered, they will be notified by the Emergency Management Director or other local official. These facilities will immediately reduce their patient population by:
 - 1. Discontinuing elective surgery
 - 2. Discharging patients to families and/or friends
 - 3. Relocating patients to facilities in safer areas
- B. The chief medical officer at each hospital will decide the status of each patient. Should it be deemed that a patient should not be discharged or relocated, care will be provided at the site to the best of the facility's ability. The best on-site protection available shall be provided to the patient and staff.
- C. Medical and support personnel shall be utilized in or at the relocation facility site. Relocated medical personnel will also support the population in the community(ies) to which they are temporarily relocated.
- D. Medical professionals will be needed to support essential workers in the community during an emergency as well as those patients unable to be transferred out of the community.
- E. Relocation sites for health facilities will be identified prior to an emergency. Currently it is the responsibility of each health facility to voluntarily identify suitable relocation sites.

3.15 MASS CARE COORDINATOR

The policy in Massachusetts for emergency shelter is for shelter-in-place during a fast moving emergency such as a chemical spill with an aerial plume, and temporary housing of evacuees at Mass Care Shelters should they be required to evacuate.

If shelter-in-place is ordered, the public would be advised to turn off air intake systems, such as air conditioning, and remain indoors. Emergency information concerning shelter-in-place would be available from public safety officials, and the Emergency Alert System, radio and TV messages.

Mass Care Shelters may be opened based on need either by the community or the American Red Cross (ARC). Public shelters opened by the ARC will be coordinated through MEMA and will be operated under the provisions of the ARC. Buildings that are preferred for use as public Mass Care Shelters are usually schools or other structures with large open areas such as gyms, cooking facilities, back-up power, and heat.

A reception center could serve as a temporary relocation site for evacuees from the community or those who have evacuated from a neighboring community. The reception center would provide a place to care for people while mass care arrangements are being made, or the reception center could become a mass care shelter if suitable.

Selection of mass care shelter should consider potential vulnerability to hazards such as flooding, and exposure to hurricane winds, and handicap accessibility, for example.

3.16 RESPONSIBILITIES OF MASS CARE OPERATIONS

A. Mitigation

1. Promotes consideration of shelter factors to be included in new construction, especially facilities built with public funds, (e.g. Encourage building structures that will withstand high winds, flooding, earthquake impact, etc).
2. Maintain plans containing information for quickly preparing shelters for occupancy.

B. Preparedness

1. Identifies suitable shelters with the cooperation of building owners. Request ARC shelter survey and agreement.
2. Trains shelter managers.
3. Provides public education concerning shelters and their use.
4. Plans and prepares for upgrading of public shelters.
5. Pre-designates reception center(s).

C. Response

1. Opens shelters as needed.
2. Upgrades shelters when necessary.
3. Initiates public information announcements concerning location and operations of shelters.
4. Maintains communications between shelters and EOC.
5. Provides immediate and ongoing shelter management guidance.
6. Maintains shelter status information.
7. Maintains reception center operations providing information on status of disaster evacuees, and status of damaged/restricted areas.

D. Recovery

1. Maintains shelter operations as needed.
2. De-activates shelters that are no longer needed.

PART FOUR

4.0 NATURAL AND TECHONOLOGICAL HAZARDS

PART FOUR of this Plan deals with the management of specific hazards/emergencies/disasters affecting the Commonwealth. Presently included in this section are:

Natural Hazards

Drought
Earthquake
Flooding
Hurricane
Tornado
Urban Fire/Wildfire
Winter Storms

Technological Hazards

Civil Disturbance
Dam Failure
Hazardous Materials
Radiological Emergency Planning
Terrorism
Weapons-Related Incidents

4.1 NATURAL HAZARD

4.2 DROUGHT

Drought is a normal part of virtually every climate on the planet, even rainy ones. The severity of a drought depends not only on its duration, intensity, and geographic extent, but also on the regional water supply demands made by human activities and vegetation. The multi-dimensional nature of this hazard makes it difficult to define a drought and to perform a comprehensive risk assessment. The impacts of drought hit hardest when people place too high a demand on the water supply. Unrealistic expectations often contribute to overestimating the water supply. Drought can be mitigated by carefully balancing demand with supply.

Severe droughts in Massachusetts, which coincided with periods of extreme heat, occurred in 1961-67, 1980-81 and 1987-89. The 1987-89 drought cost \$39 billion in estimated damages to agricultural crops, wildlife, livestock, land values, water quality and the economy in the Central and Eastern States.

4.3 RESPONSIBILITIES FOR DROUGHT PLANNING AND RESPONSE

A. Mitigation

1. Seeks to balance demand on water supply through land use, zoning and other tools.
2. Encourages water conservation and water control measures to ease demand on water supply.
3. Improves efficiency and capacity of the water supply system, including leak detection and repair.

B. Preparedness

1. Identifies potential emergency water sources, such as purchase from adjoining communities if available.
2. Keeps abreast of drought forecasts issued by the State Drought Task Force.
3. Encourages businesses and other bulk users to develop water conservation and shortage plans.

C. Response

1. Implements water use controls as needed.
2. Coordinates requests for potable water in emergency situations.

D. Recovery

1. Seeks assistance for drought related financial losses.

4.4 EARTHQUAKE

Although New England has not experienced a damaging earthquake since 1755, numerous less powerful earthquakes have been centered in Massachusetts and neighboring states. Seismologists state that a serious earthquake occurrence is possible.

There are five seismological faults in Massachusetts, but there is no discernable pattern of previous earthquakes along these fault lines. Earthquakes occur without warning and may be followed by after shocks. Most buildings and infrastructures in Massachusetts were constructed without specific earthquake resistant design features. Fill, sandy, or clay soils are more vulnerable to earthquake pressures than other soils.

Earthquakes precipitate several potentially devastating secondary effects, namely:

- The collapse of buildings, bridges, roads, dams, and other vital structures
- Rupture of utility pipelines
- Flooding caused by dam failure
- Landslides
- Major transportation accidents, (railroad, chain highway crashes, aircraft, and marine)
- Extended power outage
- Fire and/or explosion
- HAZMAT accident
- Water contamination

4.5 RESPONSIBILITIES FOR EARTHQUAKE PLANNING AND RESPONSE

A. Mitigation

1. Community leaders in cooperation with Emergency Management Personnel should obtain local geological information and identify and assess structures and land areas that are especially vulnerable to earthquake impact and define methods to minimize the risk.
2. Strict adherence should be paid to land use and earthquake resistant building codes for all new construction.
3. Periodic evaluation, repair, and/or improvement should be made to older public structures.
4. Emergency earthquake public information and instructions should be developed and disseminated.
5. Earthquake drills should be held in schools, businesses, special care facilities, and other public gathering places.

B. Preparedness

1. Earthquake response plans should be maintained and ready for immediate use.
2. All equipment, supplies and facilities that would be needed for management of an earthquake occurrence should be maintained for readiness.
3. Emergency Management personnel should receive periodic training in earthquake response.
4. If the designated EOC is in a building that would probably not withstand earthquake impact, another building should be chosen for an earthquake EOC.
5. Mass Care shelters for earthquake victims should be pre-designated in structures that would be most likely to withstand earthquake impact. See the ***Resource Manual*** (Core Functions) for Mass Care Shelters.
6. It is assumed that all special needs facilities could be affected to some extent by earthquake effects therefore preparedness measures should be in place to address the needs of all facilities listed in the ***Resource Manual*** (Vulnerable Populations and Areas).
7. Most likely the entire population of the community will be affected by a seismic event. Estimate the maximum peak population affected, considering peak tourism, special event populations, and work hours.

C. Response

1. EOC will be activated and response will immediately be engaged to address any and all earthquake effects.
2. Emergency warning/notification information and instructions will be broadcast to the public. See Master Warning List in the ***Resource Manual*** (Core Functions) section of this plan for some or all-warning methods that would be utilized for earthquake emergencies.
3. Search and rescue teams will be dispatched.
4. Emergency medical teams will be dispatched.
5. Firefighters will address fires/explosions, and HAZMAT incidents.
6. Law enforcement personnel will coordinate evacuation and traffic control.
7. Reception centers and shelters will be opened and staffed.
8. Animal control measures will be taken.
9. Law enforcement personnel will protect critical facilities and conduct surveillance against criminal activities.
10. Immediate life-threatening hazards will be addressed, such as broken gas lines or downed utility wires.
11. Emergency food, water, and fuel will be acquired.
12. Activate mutual aid.
13. Measures will be taken relating to identification and disposition of remains of the deceased by the Chief Medical Examiner.

D. Recovery

Restoration of the community to pre-disaster status will address immediate and long-term measures including:

1. Restoration of utility services.
2. Decontamination of water.
3. Debris clearance.
4. Damage assessment of public and private property.
5. Demolition of irreparable structures.
6. Assisting victims with the provision of short and long-term food, water, clothing, housing, medical care, etc.
7. Coordination of re-entry of evacuees.
8. Public health monitoring of lingering long-term hazards.
9. Addressing of legal and insurance matters.
10. Application for state and federal disaster relief funds.
11. Overall long-term rehabilitation and reconstruction of affected area.

4.6 FLOODING

Communities in Massachusetts may be exposed to coastal or riverine flooding. This can range from street flooding to serious flooding resulting in damage to public and private property. Hurricane and northeaster storms have produced numerous coastal storms over the past decade, including flooding effects. Riverine flooding is often associated with hurricanes, but may result from spring runoff as well. A key factor in riverine flooding is the water capacity of water bodies and waterways, the regulation of waterways by flood control works, and the preservation of wetlands.

Flash floods are fast moving floods resulting from extremely heavy rainfall generally over a period of less than 6 hours.

The National Weather Service and the New England River Forecast Center issue flood watch, flood warning, and flash flood watch and warnings through MEMA, EAS, and the news media.

A flood warning should be issued if the flood stage is forecast to be reached or exceeded within 12 to 24 hours. A flood warning would be issued if the flood stage forecast suggests that the flood stage for a given location will be reached or exceeded within 12 hours.

A flash flood watch would be issued if rainfall may reach or exceed the 1 or 3 hour rainfall values or amount needed to produce flooding on small streams in a forecast zone. A flash flood warning is issued based on radar or observation that the 1 or 3 hour rainfall values will be exceeded.

Areas in each community that are vulnerable to flooding are usually well known, and are identifiable through National Flood Rate Insurance Firm maps. However, the intensity of flooding impact and the amount of damage that can result from an especially heavy rainfall is sometimes worse than expected. Flash floods can occur with startling suddenness and be especially devastating.

4.7 RESPONSIBILITIES FOR FLOOD PLANNING AND RESPONSE

A. Mitigation

1. Identify areas in the community that are flood prone and define methods to minimize the risk. Review National Flood Insurance Maps.
2. Disseminate emergency public information and instructions concerning flood preparedness and safety.
3. Community leaders should ensure that their community is enrolled in the National Flood Insurance Program.
4. Strict adherence should be paid to land use and building codes (e.g. Wetlands Protection Act) and new construction should not be built in flood-prone areas.
5. Ensure that flood control works are in good operating condition at all times.
6. Natural water storage areas should be preserved.
7. Maintain plans for managing all flood emergency response activities including addressing potentially hazardous dams.

B. Preparedness

1. Place EOC personnel on standby during stage of flood 'watch' and monitor NWS/New England River Forecast Center reports.
2. Ensure that public warning systems are working properly and broadcast any information that is needed at this time.
3. Review mutual aid agreements.
4. Monitor levels of local bodies of water.
5. Arrange for all evacuation and sheltering procedures to be ready for activation when needed.
6. Carry out, or assist in carrying out, needed flood-proofing measures such as sand bag placement, etc.
7. Regulate operation of flood control works such as flood gates.
8. Notify all Emergency Management related groups that will assist with flood response activities to be ready in case of flood 'warning'.

C. Response

1. Broadcast warning/notification of flood emergency.
2. Coordinate traffic control and proceed with evacuation of affected populations as appropriate.
3. Open and staff shelters and reception centers.
4. Undertake, or continue to carry out, flood proofing measures.
5. Dispatch search and rescue teams.
6. Dispatch emergency medical teams.
7. Refer to the ***Resource Manual*** (Core Functions) for information regarding transportation providers.

D. Recovery

1. Inspect all affected buildings for structural integrity.
2. Clear debris.
3. Pump out basements, lower floors, wells, etc.
4. Test and purify water.
5. Address public health and sanitation issues.
6. Co-ordinate re-entry of evacuees.
7. Establish disaster recovery centers for victims.
8. Apply for state and federal disaster relief funds, if appropriate.

4.8 HURRICANE

Of all emergencies/disasters that can affect Massachusetts, hurricanes provide the most lead warning time. Even at the ‘hurricane watch’ stage, the storm could be hundreds of miles away from the Massachusetts coast. MEMA assumes ‘standby status’ when a hurricane’s location is determined to be 35 North Latitude, (Cape Hatteras), unless the storm is moving unusually fast which may necessitate standby at an earlier time.

When the hurricane has reached 40 North Latitude, (Long Island), MEMA assumes ‘alert’ status and the decision may be made by the Governor or the local head of government to recommend evacuation of areas that the storm is likely to strike.

Coastal communities are subject to storm surge, flooding, and wind damage from hurricanes. Inland communities can experience riverine flooding from heavy rainfall, wind damage, and tornadoes that are associated with these storms. Northeaster storms also present wind, flood and coastal surge threats throughout the year.

4.9 RESPONSIBILITIES FOR HURRICANE PLANNING AND RESPONSE

A. Mitigation

1. Develop and disseminate emergency public information and instructions concerning hurricane preparedness and safety.
2. Community leaders should ensure that the community is enrolled in the National Flood Insurance Program.
3. Develop and enforce local building codes to enhance structural resistance to high winds and flooding. Build new construction in areas that are not vulnerable to direct hurricane effects.
4. Make informed decisions concerning protecting natural attributes such as beaches and dunes with breakwaters and sea walls. Review National Flood Insurance Rate Maps and Hurricane Evacuation Maps for possible impact on the community. Hurricane Evacuation Maps are available for coastal communities along Buzzard’s Bay and Nantucket Sound.
5. Maintain plans for managing all hurricane emergency response activities.

B. Preparedness

1. Ensure that warning/notification systems and equipment is ready for use at the ‘hurricane warning’ stage.
2. Review mutual aid agreements.
3. Designate suitable wind and flood resistant shelters in the community and make their locations known to the public.
4. Prepare for coordination of evacuation from potentially impacted areas, including alternate transportation systems and locations of special facilities

C. Response

1. Activate warning/notification systems to inform public of protective measures to be taken, including evacuation where appropriate.
2. Conduct evacuation of affected populations.
3. Open and staff shelters and reception centers.
4. Dispatch search and rescue teams.
5. Dispatch emergency medical teams.
6. Activate mutual aid activities.
7. Take measures to guard against further danger from downed trees and utility lines, debris, etc.
8. Refer to *Resource Manual* (Core Function) for information regarding transportation providers.

D. Recovery

1. Clear debris.
2. Inspect damaged buildings, bridges, etc. for structural integrity.
3. Test and purify water.
4. Coordinate re-entry of evacuees.
5. Address public health and sanitation issues.
6. Conduct damage assessment.
7. Establish disaster recovery centers to provide information and assistance to victims.
8. Apply for state and federal disaster relief funds, if appropriate.

4.10 TORNADO

Like earthquakes, the location of tornado impact is totally unpredictable; however a tornado's approach does provide a short time, (minutes or less), to take shelter in a basement, inner room of a building, deep ditch, or other location.

Tornadoes are fierce phenomena which generate wind funnels of up to 200 MPH or more, and occur in Massachusetts usually during June, July, and August. Worcester County and areas just to its west have been dubbed the "tornado alley" of the state, since the majority of significant tornadoes in Massachusetts weather history have occurred in that region.

4.11 RESPONSIBILITIES FOR TORNADO PLANNING AND RESPONSE

A. Mitigation

1. Develop and disseminate emergency public information and instructions concerning tornado safety, especially guidance regarding in-home protection and evacuation procedures, and locations of public shelters.
2. Strict adherence should be paid to building code regulations for all new construction.
3. Maintain plans for managing tornado response activities. Refer to the non-institutionalized, special needs and transportation resources listed in the *Resource Manual* (Core Functions, and Vulnerable Populations and Areas).

B. Preparedness

1. Designate appropriate shelter space in the community that could potentially withstand tornado impact.
2. Periodically test and exercise tornado response plans.
3. Put emergency management on standby at tornado 'watch' stage.

C. Response

1. At tornado 'warning' stage, broadcast public warning/notification safety instructions and status reports.
2. Conduct evacuation, reception, and sheltering services to victims.
3. Dispatch search and rescue teams.
4. Dispatch emergency medical teams.
5. Activate mutual aid agreements.
6. Take measures to guard against further injury from such dangers as ruptured gas lines, downed trees and utility lines, debris, etc.
7. Acquire needed emergency food, water, fuel, and medical supplies.
8. Take measures relating to the identification and disposition of remains of the deceased.

D. Recovery

1. Continue debris clearance and restoration of utilities.
2. Restore utility services.
3. Conduct damage assessment of public and private property.
4. Provide security to uninhabited structures.
5. Provide short and long-term food, water, clothing, shelter, medical care and other necessary assistance to victims.
6. Coordinate re-entry of evacuees.
7. Public health monitoring of long-term hazards.
8. Establish disaster recovery centers for victims.
9. Apply for state and federal disaster relief funds.
10. Assist in conducting and/or coordinating overall long-term rehabilitation and reconstruction of area.

4.12 URBAN FIRE/ WILDFIRE

Massachusetts is vulnerable to fire hazards in urban areas as well as where urban development has begun to encroach on wildland areas. In this century, major urban fires have occurred in Chelsea in 1973, Lynn in 1981, Revere in 1990, and the Malden Mills fire in 1996.

Massachusetts has approximately 350,000 acres of state owned forested wildlands. An additional 2,650,000 acres are privately owned. Each year an average of 6,000 fires burn up to 9000 acres. The threat from wildfire is particularly serious where residential, and commercial development, major transportation routes, power/gas lines, and other infrastructure intersect. Thus, a fire that might in the past have been allowed to burn itself out with a minimum of fire fighting or containment must now be fought to prevent not only fire damage to surrounding homes and commercial areas, but also to prevent smoke threats to health and safety in these areas.

Despite Massachusetts' extensive state regulations governing fire prevention, control, and suppression, there are still specific areas which are especially vulnerable to fire hazards. These include rural areas where personnel and specialized equipment to handle major fires are scarce, as well as the wildland/urban interface areas.

4.13 RESPONSIBILITIES FOR URBAN WILDFIRE

A. Mitigation

Promote fire safety measures such as fire-safe landscaping and construction practices to the public and business communities.

B. Preparedness

1. Restrict outside burning etc. based on moisture levels, fuels supply conditions such as drought.
2. Identify high vulnerability or problem areas.

C. Response

Utilize mutual aid, including the State Fire Mobilization Plan, as needed.

D. Recovery

Assist homeowners and businesses in seeking assistance through MEMA from state, federal, and private relief organizations.

4.14 WINTER STORMS

Winter storms are the most common Bay State hazards to affect large geographical areas. The majority of blizzards and ice storms in the Commonwealth cause more massive inconvenience than they do serious property damage, injuries, or deaths. However, periodically, a storm will occur which is a true disaster, and requires an intense, large-scale emergency response.

A winter storm is very challenging to Emergency Management personnel because, even though it has usually been forecast, there is no certain way of predicting its length, size, or severity. For these reasons, it is imperative that local communities have clear and strict policies governing school and business closings, road use, parking, and other factors that could affect the management of a serious snowstorm. It is also crucial that all snow management equipment, supplies, and personnel be in place and ready to respond to a winter storm emergency.

MEMA monitors the NWS alerting systems during periods when winter storms are expected, and serves as the primary coordinating arm in the state-wide management of all types of winter storms. The MEMA EOC may be put on standby at the discretion of the Director even before a 'storm warning' is issued. The local community is responsible for the basic management of winter storm responses. When local resources for winter storm management are exhausted, assistance can be requested through MEMA's Region office.

4.15 RESPONSIBILITIES FOR WINTER STORM PLANNING AND RESPONSE

A. Mitigation

1. Develop and disseminate emergency public information concerning winter storms, especially material which instructs individuals and families how to stock their homes, prepare their vehicles, and take care of themselves during a severe winter storm.
2. Local governments should assume that winter will occur annually and budget fiscal resources with snow management in mind.
3. Maintain plans for managing all winter storm emergency response activities.

B. Preparedness

1. Ensure that warning/notification and communications systems are in readiness.
2. Ensure that appropriate equipment and supplies, especially snow removal equipment, are in place and in good working order.
3. Review mutual aid agreements.
4. Designate suitable shelters throughout the community and make their locations known to the public.
5. Implement public information procedures during storm 'warning' stage.
6. Prepare for possible evacuation and sheltering of some populations impacted by the storm (especially the elderly and those with special needs).

C. Response

1. Broadcast storm warning/notification information and instructions.
2. Conduct evacuation, reception and sheltering activities.
3. If appropriate, activate media center. Refer to *Resource Manual* (Core Functions) for media center information.
4. Dispatch search and rescue teams.
5. Dispatch emergency medical teams.
6. Take measures to guard against further danger from power failure, downed trees and utility lines, ice, traffic problems, etc.
7. Close roads and/or limit access to certain areas if appropriate.
8. Provide assistance to homebound populations needing heat, food, and other necessities.
9. Provide rescue and sheltering for stranded/lost individuals.

D. Recovery

1. Conduct aggressive efforts to restore utilities.
2. Clear all debris with priority to downed power lines, obstacles on roadways, and snow and ice on roofs susceptible to collapse.
3. Conduct damage assessment of public and private property.
4. Monitor public health threats.
5. Provide security for temporarily abandoned and/or damaged public and private property.
6. Provide short and long-term assistance to victims with housing, food, clothing, medical care, etc.
7. Address legal and insurance matters. Apply for federal and state disaster relief funds.

4.16. TECHNOLOGICAL HAZARDS

4.17 CIVIL DISTURBANCE

Incidents of civil disturbance are most likely to occur in communities characterized by populations with: low incomes, ethnic diversity, housing and unemployment issues, and in areas where groups exist that have a propensity for instigating social protests. Civil disturbances usually start within a small geographical area, and with effective initial response can be contained and resolved within that area.

Depending upon the situations, the community may wish to establish a Task Force, headed by the Chief Elected Official and chaired by the EMD, to discuss concerns and strategies relative to civil disturbance incidents. Provision for emergency meetings of the task force in time of increased tensions is advisable.

SUGGESTED TASK FORCE

- (1) Chief Elected Official (Mayor)
- (2) Emergency Management Director
- (3) Town Council
- (4) Local Public Safety Departments
- (5) Social Service Agencies
- (6) Clergy
- (7) Community Leaders
- (8) School Department

4.18 RESPONSIBILITIES FOR CIVIL DISTURBANCE PLANNING AND RESPONSE

A. Mitigation

1. Make efforts in cooperation with the community at large to address root causes of civil unrest such as unemployment, substandard housing, lack of public services, ethnic disharmony and communications barriers.
2. Establish 'neighborhood watch' groups to report on conditions that could lead to a civil disturbance incident.
3. Address indications of civil unrest before they occur.
4. Maintain plans to deal with all aspects and degrees of civil unrest.

B. Preparedness

1. Define areas and issues affecting the community that could be vulnerable to civil disturbance incidents.
2. Plan 'confinement area' limits which will prevent civil disturbance incidents from spreading.
3. Designate a spot for an incident command post in each of these confinement areas.
4. Plan an 'access control' area just outside of each 'confinement' area with communication between the two areas.
5. Create a staffing plan for civil disturbance incidents.
6. Create dedicated access routes to these areas for Emergency Management response personnel.
7. Ensure that evacuation routing, transportation, and shelter will be available for civil disturbance victims.
8. Coordinate training for Public Safety personnel on Civil Disturbance response.

C. Response

1. Respond to civil disturbance incidents with a strong police presence.
2. Activate EOC and incident command post with clear communications between the two.
3. Convene "Task Force".
4. Set up media center and initiate PIO activities.
5. Establish 'confinement' and 'access control' areas.
6. Activate mutual aid if needed.
7. Provide evacuation and sheltering services for victims.

D. Recovery

1. Maintain security to ensure public safety.
2. Reduce enhanced security gradually over a period of several days.
3. 'Task Force' established mitigation policies against future incidents.

4.19 DAM FAILURE

Dam failure is a highly infrequent occurrence, but a severe incident could prove deadly. Since 1984, three dams have failed in or very near Massachusetts, and two have come very close to failing. One of these dam failures resulted in death.

There are over 2,500 dams in Massachusetts. The Army Corps of Engineers in conjunction with the Department of Environmental Management has classified over 50 of these dams as “structurally unsafe”. Three hundred dams, (including over 40 of the “unsafe” dams) are designated as ‘high hazard’ dams. High hazard dams are those located upstream of an area which would probably suffer fatalities and property destruction if the dam were to fail. Many of the dams in the state were built in the 19th Century during the early Industrial Revolution; some are even older and date back to the late 18th Century. These structures are definite hazards that must be considered when planning for the safety of local residents. Even dams which theoretically would pose little threat under normal circumstances can overspill or fail under the stress of a cataclysmic event such as an earthquake or sabotage.

A list of dams that may affect the community is located in the Maps and Tables Annex.

Weather-related or human caused conditions which may compromise a dam’s integrity should be monitored by local emergency management services. Assistance under these conditions is available from MEMA.

Dam failure or overspill with subsequent flooding to downstream areas is classified as one of three types, and action is taken according to hazard rating:

Type 1: Slowly developing condition

Type 2: Rapidly developing condition

Type 3: Imminent or Instantaneous failure

The following basic measures are to be taken for each of these three types of dam failures:

Type 1: Slowly developing condition

1. Activate EOC.
2. Activate all communications networks and establish 24-hour communications with Command Post.
3. Release public information.
4. Notify the following:
 - a. MEMA Region Headquarters
 - b. American Red Cross
 - c. Downstream communities
5. Review plans for evacuation and sheltering
 - a. Evacuation
 - (1) Routes
 - (2) Notification
 - b. Sheltering
 - (1) Availability and capacity
 - (2) Food, supplies and equipment
 - (3) Shelter owners and managers
 - (4) Other communities (if out of town sheltering is required)
6. Require “Stand By” status of designated emergency response forces.

Type 2: Rapidly developing condition

1. Establish a 24-hour communications from damsite to EOC.
2. Assemble, brief and assign specific responsibilities to emergency response forces.
3. Release public information.
4. Obtain and prepare required vehicles/equipment for movement.
5. Prepare to issue warning.

Type 3: Practically instantaneous failure

1. Issue warning
2. Commence immediate evacuation.
3. Commit required resources to support evacuation.
4. Activate shelters or coordinate activation of shelters located outside the community.
5. Notify:
 - a. MEMA Region Headquarters
 - b. Red Cross
6. Initiate other measures as required to protect lives and property.

4.20 RESPONSIBILITIES FOR DAM FAILURE PLANNING AND RESPONSE**A. Mitigation**

1. Develop and conduct public education programs concerning dam hazards.
2. Maintain up-to-date plans to deal with threat and actual occurrence of dam over-spill or failure.
3. Emergency Management and other local government agencies should familiarize themselves with technical data and other information pertinent to the dams which impact their jurisdiction. This should include determining the probable extent and seriousness of the effect to downstream areas.
4. Dams should be inspected periodically and monitored regularly.
5. Repairs should be attended to promptly.
6. As much as is possible burdens on faulty dams should be lessened through stream re-channeling.
7. Identify dam owners.
8. Determine minimum notification time for down stream areas.

B. Preparedness

1. Pre-place adequate warning/notification systems in areas potentially vulnerable to dam failure effects.
2. Develop procedures for monitoring dam site conditions at first sign of any irregularity that could precipitate dam failure.
3. Identify special needs populations, evacuations routes, and shelters for dam failure response.
4. Have sandbags, sand, and other items on hand to reinforce dam structure or flood proof flood prone areas.

C. Response

1. Disseminate warning/notification of imminent or occurring dam failure.
2. Coordinate evacuation and sheltering of affected populations.
3. Dispatch search and rescue teams.
4. Coordinate evacuation and sheltering of affected populations.
5. Activate mutual aid if needed.
6. Acquire additional needed supplies not already in place, such as earth moving machinery.
7. Establish incident command post as close to affected area as safely possible.
8. Provide security for evacuated public and private property.
9. Refer to ***Resource Manual*** (Core Functions) for information regarding transportation providers.

D. Recovery

1. Coordinate recovery safety measures such as decontamination of water, sanitation activities, debris clearance, etc.
2. Coordinate re-entry of evacuees.
3. Conduct damage assessment activities.
4. Arrange for providing short and long-term assistance to victims in matters of food, clothing, housing, insurance, etc.
5. Initiate application for state and federal disaster relief funds if appropriate.

4.21 HAZARDOUS MATERIALS

Because of the technological character of our society, and the proliferation of a variety of hazardous materials in industry, commerce, and everyday life, hazardous materials accidents have become a common occurrence. They are the most frequent, and among the most threatening, of all types of emergencies or disasters.

This plan includes cultural, historic or other unique public assets as vulnerable resources which should be considered in emergency planning. Identified cultural resources are listed in the Facilities section of the ***Resource Manual*** (Vulnerable Populations and Areas).

A Model Hazardous Materials Response Plan is provided in the CEM framework for community and/or LEPC use under the Specific Hazards Annexes section. Complete plans may be attached to the CEM or referenced as a separate document. The CEM may also support regional emergency planning committees.

4.22 RADIOLOGICAL EMERGENCY PLANNING (PLUME AND INGESTION ZONES)

There are eighteen towns and cities in Massachusetts that are within the 10-mile Emergency Planning Zones (EPZ) around the three nuclear power plants that affect the Commonwealth. Numerous host communities provide support services such as reception centers outside of the 10-mile EPZ. All planning and procedures that address a potential accident at any of these nuclear facilities are fully covered by detailed Radiological Emergency Response Plans. Additionally, Ingestion Pathway Zones extend out to 50 miles of the affected nuclear facility. Most of Massachusetts is located within 50 miles of a commercial nuclear power station located in Massachusetts or adjacent state. Radiation exposure through the food chain will be addressed through controlling access to contaminated animal feeds, decontaminating certain foodstuffs, diversion and storage to allow decay of short half-life radionuclides, and destruction of contaminated food.

Decisions on these protective measures will be made by the Massachusetts Department of Public Health. Implementing protective actions will primarily be the responsibility of state agencies including MDPH, MEMA, DEP, Department of Agricultural Resources, and the Department of Fish & Game. Support is provided where necessary by local authorities.

Several laws cover these Ingestion Pathway activities and procedures:

- General Law, Chapter 128 & General Law, Chapter 94, Section 16-16K, (embargo of food)
- General Law, Chapter 134, Section 74A, (regulatory emergency measures by Department of Food & Agriculture in cooperation with DPH)
- General Law, Chapter 94, Section 16 (certification of dairies, sampling of and interdiction of contaminated milk)
- General Law, Chapter 21A, Section 2 (28), Chapter 92, Section 17 and Chapter 111, Section 160, (drinking water regulations)

4.23 RESPONSIBILITIES FOR INGESTION PATHWAY PLANNING AND RESPONSE (NUCLEAR POWER PLANT INCIDENT)

1. Ensure safe, effective storage of cattle feed.
2. Protect surface water supplies. Test and restrict water supplies, if recommended.

Agriculture growers and producers will keep informed on ingestion pathway safety measures through information available through the Massachusetts Department of Food & Agriculture, the USDA State and County Emergency Boards, and Extension Service County Agents.

A radiological emergency could call for the declaration of a National Security Emergency. Under such conditions, the need to detect and measure radiation may become vital to protect the health and safety of the public and maintain continuity of government.

Various radioactive materials are transported into, out of, and through the State. There is a realistic possibility for an occurrence of incidents or accidents in the transportation and use of these materials.

Currently there are three commercial nuclear power plants in and near the State that could pose a threat in the event of an uncontrolled release of radioactive material to the environment. Plans and procedures for response to an emergency at these facilities are contained in the state radiological response plan and EPZ community radiological response plans.

- A. Pilgrim Nuclear Power Station, Plymouth, MA
- B. Seabrook Nuclear Power Station, Seabrook, NH
- C. Vermont Yankee Nuclear Power Station, Vernon, VT

Under conditions of a National Security Emergency, response to and from an uncontrolled radiological environment would require that the majority of protective warnings, guidance and measures be taken at the State and Local levels of government initially.

In the event of a serious peacetime radiological emergency, the community would receive assistance from State and Federal Governments, other local jurisdictions, and from the commercial nuclear power industry if applicable.

The organization for response to a radiological emergency condition is dependent upon the type of hazard.

Specific responsibilities for responding to a radiological emergency are identified in the appropriate hazard-specific Appendices.

This portion of the CEMP has been developed and is maintained by MEMA. The local Emergency Management Agency Director is responsible for coordinating and ensuring the development and maintenance of this Emergency Management Plan and its Hazard-specific Appendices. All departments and Agencies within the community with emergency management responsibilities will develop appropriate implementation plans and procedures.

The management of radiological emergencies involves three critical activities, as follows:

- environmental surveillance
- personnel radiation exposure control
- protective measures

All Appendices, even though they are bound and maintained as separate documents, are incorporated by reference and are considered as part of this plan.

1. National Security Emergency (RADEF) – See SOP section of CEM
2. Local Radiological Emergency Response Plan (RERP) for Commercial Nuclear Power Plant(s)
3. Transportation Radiological Accident
4. Nuclear Terrorism Incident

4.24TERRORISM

A terrorist threat or act could occur with little or no warning. The threat may be based on the use of conventional weapons, explosives, or chemical, biological and radiological agents or devices. Though such threats are often associated with international or national issues, effects would begin at the local level. Potential targets for terrorism include but are not limited to: government facilities, transportation facilities, educational and research facilities, family planning centers, and utilities. Support from state and federal agencies such as the Massachusetts State Police and Federal Bureau of Investigation is available for response and investigation of terrorist threats or acts. MEMA would coordinate state response to any terrorist act in the Commonwealth, including recovery.

Awareness of the potential for terrorism is important for the public and government officials, as well as employees of the facilities that might be subject to terrorism. MEMA provides training, planning, and exercise assistance to state agencies and local government. The Terrorism Response Plan, which provides detailed information to guide community planning for terrorism is included in the CEM in the Specific Hazards Annexes section.

4.25 WEAPONS RELATED INCIDENT

As long as human nature remains unchanged, there will be the threat, no matter how remote, of war-related attacks on the United States. The types of weapons that could be used are conventional, chemical, biological, and nuclear.

A weapons-related incident could occur with little warning. Information and instructions would be broadcast over the EAS system. The possibility, however, remains that in a certain type of situation an increase in international tensions would create a brief warning period during which measures could be taken to promote survival from the ensuing conflict.

An unexpected attack by conventional weapons (depending upon intensity) could have an effect similar to that of other types of major disasters such as earthquakes or tornadoes and the same type of response and rescue measures would be required.

In case of a nuclear attack threat, populations should take shelter in home basements or assigned radiation-resistant shelters. It must be understood that no shelter can guarantee survival.

In case of attack by chemical weapons, the area should be evacuated limiting exposure to the immediate environment. If evacuation is not possible, shelter should be taken inside a building (shelter in place) with all ventilating, heating and cooling systems shut off, and doors and windows sealed.

In the event of the use of biological agents, public health agencies at the federal, state, and local levels would assess and respond to the situation providing technical assistance, resources, such as pharmaceuticals, and public information. The National Pharmaceutical Stockpile can be accessed by MEMA to augment state resources

4.26 RESPONSIBILITIES FOR WEAPONS-RELATED PLANNING AND RESPONSE

A. Mitigation

1. Review local warning/notification, sheltering, and evacuation and relocation plans.
2. Maintain contact with MEMA Region office for information on weapons- related emergency threats/situations.
3. Prepare to stock radiation-resistant shelters with water, food, medical and sanitation supplies, and radiation detection equipment.

B. Preparedness

1. Maintain up-to-date training of emergency personnel regarding their assignments and responsibilities in the event of a weapons-related threat or actual event.
2. Identify and have at readiness all personnel, equipment, supplies, and facilities that would be utilized in the event of a weapons-related threat or actual event.
3. Have all in-place warning/notification systems in readiness.

C. Response

1. Provide warning/notification via in-place systems for population to tune to the Emergency Alerting System (EAS) for instructions and emergency information.
2. Depending on type of threat, evacuate affected populations or shelter in place.

D. Recovery

1. Area will be monitored, possibly on a long-term basis, to determine level of safety for returning evacuees.
2. Conduct re-entry of evacuees.

GLOSSARY OF TERMS

Words, phrases, abbreviations, and acronyms relevant to emergency management should be defined. Many terms in emergency management have special meanings so it is important to establish precise definitions. Such definitions allow the users to share an understanding of the EOP.

American Red Cross

The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Attack

A hostile action taken against the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population or damage or destruction to public and private property.

Checklist

Written (or computerized) enumeration of actions to be taken by an individual or organization, meant to aid memory rather than provide detailed instruction.

Chief Executive Official

The official of the community who is charged with authority to implement and administer laws, ordinances, and regulations for the community. He or she may be a mayor, city manager, etc.

Community

A political entity which has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each State defines its own political subdivisions and forms of government.

Contamination

The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

Dam

A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water.

Damage Assessment

The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a man-made or natural disaster.

Decontamination

The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

Disaster

An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires State, and potentially Federal, involvement. As used in the Stafford Act, a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

Disaster Field Office

The office established in or near the designated area of a Presidentially declared major disaster to support Federal and State response and recovery operations. The DFO houses the FCO and ERT, and where possible, the SCO and support staff.

Disaster Recovery Center

Places established in the area of a Presidentially declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRCs are staffed by local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the ARC).

Dose (Radiation)

A general term indicating the quantity (total or accumulated) of ionizing radiation or energy absorbed by a person or animal.

Dose Rate

The amount of ionizing radiation which an individual would absorb per unit of time.

Dosimeter An instrument for measuring and registering total accumulated exposure to ionizing radiation.

Earthquake

The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

Electromagnetic Pulse

A sharp pulse of energy radiated instantaneously by a nuclear detonation which may affect or damage electronic components and equipment.

Emergency Any occasion or instance--such as a hurricane, tornado, storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, explosion, nuclear accident, or any other natural or man-made catastrophe--that warrants action to save lives and to protect property, public health, and safety.

Emergency Alert System

A digital technology (voice/text) communications system consisting of broadcast stations and interconnecting facilities authorized by the Federal Communication Commission. The system provides the President and other national, State, and local officials the means to broadcast emergency information to the public before, during, and after disasters.

Emergency Environmental Health Services

Services required to correct or improve damaging environmental health effects on humans, including inspection for food contamination, inspection for water contamination, and vector control; providing for sewage and solid waste inspection and disposal; clean up and disposal of hazardous materials; and sanitation inspection for emergency shelter facilities.

Emergency Health Services

Services required to prevent and treat the damaging health effects of an emergency, including communicable disease control, immunization, laboratory services, dental and nutritional services; providing first aid for treatment of ambulatory patients and those with minor injuries; providing public health information on emergency treatment, prevention, and control; and providing administrative support including maintenance of vital records and providing for a conduit of emergency health funds from State and Federal governments.

Emergency Medical Services

Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition, including medical disposition within a hospital, temporary medical facility, or special care facility, release from site, or declared dead. Further, emergency medical services specifically include those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Mortuary Services

Services required to assure adequate death investigation, identification, and disposition of bodies; removal, temporary storage, and transportation of bodies to temporary morgue facilities; notification of next of kin; and coordination of mortuary services and burial of unclaimed bodies.

Emergency Operating Center

The protected site from which State and local civil government officials coordinate, monitor, and direct emergency response activities during an emergency.

Emergency Operations Plan

A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

Emergency Planning Zones

Areas around a facility for which planning is needed to ensure prompt and effective actions are taken to protect the health and safety of the public if an accident occurs. The REP Program and CSEPP use the EPZ concept.

- In the REP Program, the two EPZs are:
 - *Plume Exposure Pathway (10-mile EPZ)*. A circular geographic zone (with a 10-mile radius centered at the nuclear power plant) for which plans are developed to protect the public against exposure to radiation emanating from a radioactive plume caused as a result of an accident at the nuclear power plant.
 - *Ingestion Pathway (50-mile EPZ)*. A circular geographic zone (with a 50-mile radius centered at the nuclear power plant) for which plans are developed to protect the public from the ingestion of water or foods contaminated as the result of a nuclear power plant accident.
- In CSEPP, the EPZ is divided into three concentric circular zones:
 - *Immediate Response Zone (IRZ)*. A circular zone ranging from 10 to 15 km (6 to 9 miles) from the potential chemical event source, depending on the stockpile location on-post. Emergency response plans developed for the IRZ must provide for the most rapid and effective protective actions possible, since the IRZ will have the highest concentration of agent and the least amount of warning time.

- *Protective Action Zone (PAZ)*. An area that extends beyond the IRZ to approximately 16 to 50 km (10 to 30 miles) from the stockpile location. The PAZ is that area where public protective actions may still be necessary in case of an accidental release of chemical agent, but where the available warning and response time is such that most people could evacuate. However, other responses (e.g., sheltering) may be appropriate for institutions and special populations that could not evacuate within the available time.
- *Precautionary Zone (PZ)*. The outermost portion of the EPZ for CSEPP, extending from the PAZ outer boundary to a distance where the risk of adverse impacts to humans is negligible. Because of the increased warning and response time available for implementation of response actions in the PZ, detailed local emergency planning is not required, although consequence management planning may be appropriate.

Emergency Response Team

An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The ERT may be expanded by the FCO to include designated representatives of other Federal departments and agencies as needed. The ERT usually consists of regional-level staff.

Emergency Response Team Advance Element

For Federal disaster response and recovery activities under the Stafford Act, the portion of the ERT that is first deployed to the field to respond to a disaster incident. The ERT-A is the nucleus of the full ERT.

Emergency Response Team National

An ERT that has been established and rostered for deployment to catastrophic disasters where the resources of the FEMA Region have been, or are expected to be, overwhelmed. Three ERT-Ns have been established.

Emergency Support Function

In the FRP, a functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESFs represent those types of Federal assistance which the State will most likely need because of the impact of a catastrophic or significant disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and local response efforts.

Emergency Support Team

An interagency group operating from FEMA headquarters. The EST oversees the national-level response support effort under the FRP and coordinates activities with the ESF primary and support agencies in supporting Federal requirements in the field.

Evacuation

Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

- *Spontaneous Evacuation.* Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel is unorganized and unsupervised.
- *Voluntary Evacuation.* This is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are NOT required to evacuate, however it would be to their advantage to do so.
- *Mandatory or Directed Evacuation.* This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate in accordance with the instructions of local officials.

Evacuees

All persons removed or moving from areas threatened or struck by a disaster.

Exposure (Radiological)

A quantitative measure of gamma or x-ray radiation at a certain place based on its ability to produce ionization in air.

Exposure Rate (Radiological)

The amount of ionizing radiation to which an individual would be exposed or which he or she would receive per unit of time.

Federal Coordinating Officer

The person appointed by the President to coordinate Federal assistance in a Presidentially declared emergency or major disaster.

Field Assessment Team

A small team of pre-identified technical experts that conduct an assessment of response needs (not a PDA) immediately following a disaster. The experts are drawn from FEMA, other agencies and organizations--such as the U.S. Public Health Service, U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, and the American Red Cross--and the affected State(s). All FAsT operations are joint Federal/State efforts.

Flash Flood

Follows a situation in which rainfall is so intense and severe and runoff so rapid that it precludes recording and relating it to stream stages and other information in time to forecast a flood condition.

Flood

A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

Governor's Authorized Representative

The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance.

Hazard Mitigation

Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazardous Material

Any substance or material that when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

High-Hazard Areas

Geographic locations that for planning purposes have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident, etc.) resulting in vast property damage and loss of life.

Hurricane

A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or "eye". Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Incident Command System

A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.

Joint Information Center

A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating Federal, State, and local agencies that are collocated at the JIC.

Joint Information System

Under the FRP, connection of public affairs personnel, decision-makers, and news centers by electronic mail, fax, and telephone when a single Federal- State-local JIC is not a viable option.

Mass Care

The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

Nuclear Detonation

An explosion resulting from fission and/or fusion reactions in nuclear material, such as that from a nuclear weapon.

Public Information Officer

A Federal, State, or local government official responsible for preparing and coordinating the dissemination of emergency public information.

Preliminary Damage Assessment

A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the State as a basis for the Governor's request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor's request. PDAs are made by at least one State and one Federal representative. A local government representative familiar with the extent and location of damage in the community often participates; other State and Federal agencies and voluntary relief organizations also may be asked to participate, as needed.

Radiation Sickness

The symptoms characterizing the sickness known as radiation injury, resulting from excessive exposure of the whole body to ionizing radiation.

Radiological Monitoring

The process of locating and measuring radiation by means of survey instruments that can detect and measure (as exposure rates) ionizing radiation.

Recovery

The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

Regional Operating Center

The temporary operations facility for the coordination of Federal response and recovery activities, located at the FEMA Regional Office (or Federal Regional Center) and led by the FEMA Regional Director or Deputy Director until the DFO becomes operational. Once the ERT-A is deployed, the ROC performs a support role for Federal staff at the disaster scene.

Resource Management

Those actions taken by a government to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

Secondary Hazard

A threat whose potential would be realized as the result of a triggering event that of itself would constitute an emergency. For example, dam failure might be a secondary hazard associated with earthquakes.

Standard Operating Procedure

A set of instructions constituting a directive, covering those features of operations which lend themselves to a definite, step-by-step process of accomplishment. SOPs supplement EOPs by detailing and specifying how tasks assigned in the EOP are to be carried out.

State Coordinating Officer

The person appointed by the Governor to coordinate State, Commonwealth, or Territorial response and recovery activities with FRP-related activities of the Federal Government, in cooperation with the FCO.

State Liaison

A FEMA official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.

Storm Surge

A dome of sea water created by the strong winds and low barometric pressure in a hurricane that causes severe coastal flooding as the hurricane strikes land.

Terrorism

The use of--or threatened use of--criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").

Tornado

A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.

Tsunami

Sea waves produced by an undersea earthquake. Such sea waves can reach a height of 80 feet and can devastate coastal cities and low-lying coastal areas.

Warning

The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the NWS (e.g., severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

Watch Indication by the NWS that, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood watch, severe thunderstorm watch, tornado watch, tropical storm watch).

List of Acronyms

<i>ACLF</i>	Adult Congregate Living Facilities
<i>ACP</i>	Access control point
<i>ALERT</i>	Automated Local Evaluation in Real Time
<i>ANAD</i>	Anniston Army Depot
<i>ANS</i>	Alert and notification system
<i>APG</i>	Aberdeen Proving Ground
<i>ARC</i>	American Red Cross
<i>ARES</i>	Amateur Radio Emergency Service
<i>BBRS</i>	Bureau of Building Regulations and Standards
<i>BCRPC</i>	Berkshire County Regional Planning Commission
<i>BGAD</i>	Blue Grass Army Depot
<i>CAP</i>	Civil Air Patrol
<i>CB</i>	Citizens band
<i>CCC</i>	Cape Cod Commission
<i>CDC</i>	Centers for Disease Control and Prevention
<i>CEMP</i>	Comprehensive Emergency Management Plan
<i>CEO</i>	Chief Executive Official
<i>CERCLA</i>	Comprehensive Environmental Response, Compensation, and Liability Act of 1980
<i>CERCLA</i>	Comprehensive Environmental Response, Compensation, and Liability Act
<i>CFR</i>	Code of Federal Regulations
<i>CHEMTREC</i>	Chemical Manufacturers' Association Chemical Transportation Emergency Center
<i>CIS</i>	Citizen Information Service
<i>CMRPC</i>	Central Massachusetts Regional Planning Commission
<i>CPG</i>	Civil Preparedness Guide
<i>CSEPP</i>	Chemical Stockpile Emergency Preparedness Program
<i>DAC</i>	Disaster Application Center
<i>DCAM</i>	Division of Capital Asset Management
<i>DCR</i>	Massachusetts Department of Conservation and Recreation
<i>DEM</i>	Department of Environmental Management
<i>DEP</i>	Department of Environmental Protection
<i>DFO</i>	Disaster Field Office
<i>DMAT</i>	Disaster Medical Assistance Team
<i>DOD</i>	U.S. Department of Defense
<i>DOE</i>	U.S. Department of Energy
<i>DOER</i>	Division of Energy Resources
<i>DOI</i>	U.S. Department of the Interior
<i>DOJ</i>	U.S. Department of Justice

<i>DOT</i>	U.S. Department of Transportation
<i>DPH</i>	Massachusetts Department of Public Health
<i>DRC</i>	Disaster Recovery Center
<i>DRM</i>	Disaster Recovery Manager
<i>EAS</i>	Emergency Alert System
<i>ECL</i>	Emergency classification level
<i>ECO</i>	Emergency Coordinating Officer
<i>EMAC</i>	Emergency Management Assistance Compact
<i>EMI</i>	Emergency Management Institute
<i>EMP</i>	Electromagnetic pulse
<i>EMS</i>	Emergency medical services
<i>EOC</i>	Emergency operating center
<i>EOEA</i>	Executive Office of Environmental Affairs
<i>EOP</i>	Emergency operations plan
<i>EPA</i>	U.S. Environmental Protection Agency
<i>EPCRA</i>	Emergency Planning and Community Right-to-Know Act
<i>EPG</i>	Emergency Planning Guide
<i>EPI</i>	Emergency public information
<i>EPZ</i>	Emergency Planning Zone
<i>ERT</i>	Emergency Response Team
<i>ERT-A</i>	Emergency Response Team Advance Element
<i>ERT-N</i>	Emergency Response Team National
<i>ESF</i>	Emergency Support Function
<i>EST</i>	Emergency Support Team
<i>FAsT</i>	Field Assessment Team
<i>FCO</i>	Federal Coordinating Officer
<i>FCPD</i>	Franklin County Planning Department
<i>FEMA</i>	Federal Emergency Management Agency
<i>FHBM</i>	Flood Hazard Boundary Map
<i>FIA</i>	Federal Insurance Administration
<i>FIRM</i>	Flood Insurance Rate Map
<i>FIS</i>	Flood Insurance Study
<i>FMHA</i>	US Farmers Home Administration
<i>FPEIS</i>	Final Programmatic Environmental Impact Statement
<i>FRERP</i>	Federal Radiological Emergency Response Plan
<i>FRP</i>	Federal Response Plan
<i>FWI</i>	Family Wellbeing Inquiry
<i>GAR</i>	Governor's Authorized Representative
<i>GIS</i>	Geographic information system

<i>HAZMAT</i>	Hazardous material
HMO	Hazard Mitigation Officer
HMRT	Hazardous Material Response Team
<i>HRCQ</i>	Highway route controlled quantity
<i>IC</i>	Incident Commander
<i>ICP</i>	Incident Command Post
<i>ICS</i>	Incident Command System
<i>IRZ</i>	Immediate Response Zone
ITD	Information Technology Division
<i>JIC</i>	Joint Information Center
<i>JIS</i>	Joint Information System
<i>JNACC</i>	Joint Nuclear Accident Coordinating Center
<i>LEPC</i>	Local Emergency Planning Committee
MAC	Massachusetts Aeronautic Commission
MAESF	Massachusetts Emergency Support Function
<i>MAPC</i>	Metropolitan Area Planning Council
<i>MASSGIS</i>	Massachusetts Geographic Information Systems
MBTA	Massachusetts Bay Transit Authority
MEART	Massachusetts Emergency Animal Response Team
MEMA	Massachusetts Emergency Management Agency
MEMT	Massachusetts Emergency Management Team
MGL	Massachusetts General Law
MHD	Massachusetts Highway Department
<i>MOU</i>	Memorandum of understanding
MPA	Massachusetts Port Authority
<i>mph</i>	Miles per hour
<i>MSDS</i>	Material safety data sheet
MSP	Massachusetts State Police
MTA	Massachusetts Turnpike Authority
<i>MVC</i>	Martha's Vineyard Commission
<i>MVPC</i>	Merrimack Valley Planning Commission
MWRA	Massachusetts Water Resources Authority
<i>NAAP</i>	Newport Army Ammunition Plant
NAWAS	National Warning System
<i>NCP</i>	National Oil and Hazardous Substances Pollution Contingency Plan
<i>NDA</i>	National Defense Area
<i>NDMS</i>	National Disaster Medical System
<i>NFA</i>	National Fire Academy
<i>NFIP</i>	National Flood Insurance Program

<i>NIAT</i>	Nuclear Incident Advisory Team
<i>NMCOG</i>	Northern Middlesex Council Of Governments
<i>NOAA</i>	National Oceanic and Atmospheric Administration
<i>NPEDC</i>	Nantucket Planning & Economic Development Commission
<i>NRC</i>	Nuclear Regulatory Commission; National Response Center
<i>NRT</i>	National Response Team
<i>NUREG</i>	Nuclear Regulation
<i>NWS</i>	National Weather Service
<i>OCPC</i>	Old Colony Planning Council
<i>OMB</i>	Federal Office of Management and Budget
<i>OPA</i>	Oil Pollution Act
<i>OSC</i>	On-Scene Coordinator
<i>OSD</i>	Operational Services Division
<i>OSHA</i>	U.S. Occupational Safety and Health Administration
<i>PA</i>	Public address
<i>PAO</i>	Public Assistance Officer
<i>PAZ</i>	Protective Action Zone
<i>PBA</i>	Pine Bluff Arsenal
<i>PDA</i>	Preliminary Damage Assessment
<i>PIO</i>	Public Information Officer
<i>PL</i>	Public Law
<i>PPA</i>	Performance Partnership Agreement
<i>PUDA</i>	Pueblo Depot Activity
<i>PVPC</i>	Pioneer Valley Planning Commission
<i>PW</i>	Project Worksheet
<i>PZ</i>	Precautionary Zone
<i>RACES</i>	Radio Amateur Civil Emergency Service
<i>RAP</i>	Radiological Assistance Program
<i>REACT</i>	Radio Emergency Associated Communications Teams
<i>REP</i>	Radiological Emergency Preparedness Program
<i>RIAT</i>	Rapid Impact Assessment Team
<i>ROC</i>	Regional Operating Center
<i>ROD</i>	Record of Decision
<i>RRP</i>	Regional Response Plan
<i>RRT</i>	Regional Response Team
<i>RTAS</i>	Regional Transit Authorities
<i>SAME</i>	Specific Area Message Encoder
<i>SARA</i>	Superfund Amendments and Reauthorization Act
<i>SBA</i>	US Small Business Administration

<i>SCO</i>	State Coordinating Officer
<i>SECC</i>	State Emergency Communications Committee
<i>SEMA</i>	State Emergency Management Agency
<i>SERC</i>	State Emergency Response Commission
<i>SLG</i>	State and Local Guide
<i>SOP</i>	Standard Operating Procedure
<i>SPCA</i>	Society for the Prevention of Cruelty to Animals
<i>SRPEDD</i>	Southeast Regional Planning & Economic Development District
<i>TEAD</i>	Tooele Army Depot
<i>UMDA</i>	Umatilla Depot Activity
<i>US&R</i>	Urban search and rescue
<i>USACE</i>	US Army Corps of Engineers
<i>USCG</i>	United States Coast Guard
<i>USDA</i>	U.S. Department of Agriculture
<i>USGS</i>	U.S. Geological Survey
<i>VOAD</i>	Volunteer Organizations Active in Disaster