

Commonwealth of Massachusetts Statewide Evacuation Coordination Plan January 2019



Executive Summary

This Plan establishes a consistent operational methodology for the Commonwealth and its agencies to plan for and support local and regional evacuations. The Coordination of mass evacuations during emergencies and disasters within the Commonwealth of Massachusetts will involve numerous response agencies and jurisdictions and timely, effective coordination between all stakeholders. This Evacuation Coordination Plan provides a framework and operational guidance for emergency management activities coordinated at the Massachusetts State Emergency Operation Center (SEOC) related to evacuations resulting from notice and no notice incidents.

This framework mirrors the National Incident Management System, including elements of the Incident Command System. Specifically, this plan provides a framework for coordination between representatives of Massachusetts' government officials, state agencies, departments, and offices; local and federal governments; and non-governmental organizations tasked with responsibilities to coordinate and support an evacuation within the Commonwealth.

Expected activities within this plan include the Commonwealth's efforts to support local evacuation processes and/or shelter-in-place strategies, provide public information, and, when necessary and through an Evacuation Coordination Specialized Mission Group (SMG) at the SEOC, facilitate evacuations, coordinate regional and statewide transportation corridors, support embarkation and debarkation of evacuees with Critical Transportation Needs; provide shelter, food, and medical care; support evacuees with household pets; and return evacuees to their home areas. The Massachusetts Emergency Management Agency (MEMA), working with local Emergency Management Directors (EMDs), will determine the level of State coordination and support needed based upon incident conditions.

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Coordinating Agency	Responsible Emergency Support Functions
Massachusetts Emergency Management Agency	MAESF-1: Transportation MAESF-2: Communications MAESF-3: Public Works and Engineering MAESF-5: Business and Industry MAESF-6: Mass Care, Emergency Housing, & Shelter MAESF-8: Public Health and Medical Services MAESF-11: Agriculture, Animals and Natural Resources MAESF-12: Energy MAESF-13: Public Safety and Security MAESF-15: Public Information & External Affairs MAESF-16: Military Support

1.0 Introduction

This Plan establishes a consistent operational methodology and strategy for the Commonwealth and its agencies to plan for and support local and regional evacuations and shelter in place strategies. The Massachusetts Emergency Management Agency initiated development of this evacuation annex in order to develop an all-hazards concept of operations to coordinate effort, maximize resources, and achieve unity of effort for large-scale evacuations involving multiple communities and regions within the Commonwealth. This annex builds on both the National Incident Management System (NIMS) and the National Response Framework (NRF) and provides a structure for unity of command and the coordination of resources to support an all-hazards evacuation. While the fundamental concepts detailed within this plan are scalable and may be implemented in response to a variety of incidents in size and scope, the intent of this plan is to address the need for state level coordination and logistical support in the event of large-scale evacuations and/or shelter-in-place protective actions.

1.1 Purpose

This Plan establishes an operational framework for state government in the Commonwealth of Massachusetts to manage and coordinate mass evacuations and/or shelter in place protective actions in response to any hazard. Evacuations may be required as a result of notice or no-notice events and under a wide range of conditions. This annex provides policy and guidance for state evacuation response and recovery operations, details a concept of operation for mass evacuations, facilitates efforts to maintain situational awareness and the development of a common operating picture, and assigns responsibility for evacuation and shelter-in-place coordination and logistical support to the Massachusetts Emergency Management Agency.

1.2 Scope and Applicability

Most evacuations are limited in scale and scope and can be managed within a single jurisdiction using local plans and resources without the need for outside assistance. Larger or more complex evacuations, particularly those affecting multiple communities or where evacuees must be

directed out of the community where an incident has occurred, will likely require state-level coordination and/or logistical and resource support. Incidents may be “notice” or “no-notice” based on the hazard and include:

- Sheltering in place.
- Evacuations where local resources are expended or fully committed to life safety response and/or other incident-related operations and unavailable to effectively coordinate required activities.
- Large-scale incidents requiring coordinated evacuation of individuals. Such instances may be significant in terms of populations or land area and/or require complex logistical and resource support to accomplish.
- Incidents requiring significant mutual aid assistance and state coordination to accommodate the movement of an evacuating population from one or more communities to shelter in host communities.

This plan applies to all entities participating in shelter in place and evacuation operations that require state-level coordination, including state agencies, quasi-independent state authorities, non-governmental organizations, and private entities. (Please note: evacuation and sheltering in place prompted by an incident at Seabrook Station Nuclear Power Plant or Pilgrim Nuclear Power Station are addressed under the Commonwealth’s Radiological Emergency Response Plan.) Implementation of this plan shall be conducted at the direction of the Governor of the Commonwealth through the Massachusetts Emergency Management Agency (MEMA). This Annex is intended for use by MEMA, state agencies, and non-governmental organizations with a role in evacuation coordination and operations. It establishes a scalable concept of operations for coordination between local communities, the Commonwealth, and other States or federal agencies should such coordination be necessary, and is intended to guide the development of local and regional evacuation plans in order to ensure consistency of operations across the Commonwealth.

To coordinate evacuation and shelter in place efforts, MEMA will activate a Specialized Mission Group (SMG) under the Operations Section in the State Emergency Operations Center. The SMG will be comprised of representatives from Massachusetts Emergency Support Function (MAESF); these designations will be based upon the needs of the incident. The SMG may include, but will not be limited to, the following MAESFs:

- MAESF-1: Transportation
- MAESF-2: Communications
- MAESF-3: Public Works and Engineering
- MAESF-4: Fire Fighting
- MAESF-5: Business and Industry
- MAESF-6: Mass Care, Emergency Housing, Human Services
- MAESF-8: Public Health and Medical Services

- MAESF-9: Search and Rescue
- MAESF-11: Agriculture, Animals, and Natural Resources
- MAESF-12: Energy
- MAESF-13: Public Safety and Security
- MAESF-15: Public Information and External Affairs
- MAESF-16: Military Support.

1.3 Authority to Order Evacuations

The authority to order an evacuation and/or shelter in place may vary from community to community based on municipal charter, by-laws and ordinances. Local elected leaders should consult with their city or town counsel to determine the authority to order and/or enforce an evacuation and/or shelter in place in their jurisdiction. While the authority to order an evacuation and/or shelter in place may vary, municipal leaders generally have the authority to recommend or strongly urge an evacuation. It is expected that local government will notify and coordinate evacuations and/or shelter in place with MEMA and their surrounding jurisdictions, particularly those serving as ‘pass through’ and ‘receiving’ communities as detailed in this plan.

The Governor may order and enforce an evacuation and/or shelter in place of a geographical area of the Commonwealth under a declared State of Emergency. This power is authorized under the State Civil Defense Act of 1950, Appendix 33. A municipality may request the Governor to make such a declaration on their behalf under extreme circumstances, or if they are not certain of the municipality’s evacuation authority.

2.0 Situation, Policies, and Assumptions

2.1 Situation

The Commonwealth of Massachusetts is subject to a variety of natural, technological, and human-caused disasters that may necessitate the evacuation and/or sheltering in place of residents. In most instances, sheltering in place and/or evacuation decision-making and coordination start at the local level and are driven by a local determination and decision that a hazard requires the movement of populations.

The Commonwealth of Massachusetts provides coordination and logistical support to local communities in situations where the needs of the evacuation exceed or overwhelm local resources and capabilities or in such instances where large-scale evacuations impact multiple jurisdictions and coordination is required to improve the efficiency of the evacuation process and allocation of resources.

2.2 Policies

The Evacuation Coordination Annex is a functional annex of the Massachusetts Comprehensive Emergency Management Plan (CEMP) which is Massachusetts' framework for all-hazards

incident response. This annex is intended to be consistent with and supportive of the CEMP and to be implemented as necessary with the same authorities under law as provided therein.

The following policies shall pertain to evacuation and/or shelter in place operations across the Commonwealth:

- This annex does not supplant or replace the authorities or responsibilities of municipal government in Massachusetts to develop, exercise, and implement evacuation plans within their respective individual jurisdiction.
- In most instances, the issuing of evacuation and/or shelter in place recommendations or orders to impacted populations is the responsibility of locally appointed or elected officials within each impacted community.
- MEMA will act as the state coordinating entity for large-scale evacuations, providing statewide policy direction, evacuation recommendations, resource support to local communities, and coordination of evacuation efforts across jurisdictions, to include timing of evacuation orders.
- Under certain circumstances the Governor may issue evacuation and/or shelter in place recommendations or orders within the Commonwealth.

2.3 Assumptions

The following assumptions apply to this plan:

2.3.1 Shelter in Place Assumptions

- In general, sheltering-in-place is appropriate when conditions require that you seek immediate protection in your home, place of employment, school or other location when an incident occurs.
- Jurisdictions should always consider shelter-in-place when appropriate and feasible. Under some circumstances, it may be safer to have populations shelter in place, to reduce the burden on road networks and systems and minimize potential or actual exposure to hazardous conditions.
- Preparedness messaging should emphasize the need for residents to adequately prepare for sheltering in place for a number of days.

2.3.2 Disaster Situation Assumptions

- A disaster may produce large numbers of evacuees, possibly in the hundreds of thousands, requiring large scale movement of people away from the area that is threatened or impacted.
- An incident or event may occur with little or no warning and escalate rapidly, overwhelming the response and coordination abilities of a single local or state response organization.
- An incident requiring mass evacuations may affect significant portions of the Commonwealth while other areas remain viable to support evacuation operations.

- All levels of government involved in implementing large-scale evacuations or with large populations sheltering in place will declare states of emergency and/or order evacuations and/or shelter in place in accordance with existing laws, plans, policies, and procedures.

2.3.3 Planning Assumptions

- The Commonwealth, in coordination with the US Army Corp of Engineers, the Federal Emergency Management Agency, and coastal communities, has established and published hurricane evacuation zones for all coastal communities in Massachusetts. These evacuation zones pertain only to hurricane and tropical storm impacts, and will be used under these scenarios to identify and communicate areas that are recommended or ordered to be evacuated. Information on hurricane evacuation zones can be found at <https://www.mass.gov/service-details/hurricane-evacuation-zones>.
- Communities have developed and have in place plans, policies, and procedures to carry out local evacuations.
- Local communities have plans designating local shelters, evacuee assembly points, transportation hubs, and state transportation staging areas and will be able to establish and manage these locations.
- Local authorities will determine the need for evacuation within their communities and issue evacuation recommendations or orders to residents as conditions warrant.
- When an incident or event occurs, local governments will first utilize their own resources and then augment those resources through local mutual aid, and then from resources available through the Commonwealth.
- Local governments will request Commonwealth assistance in the event that an incident exceeds or is expected to exceed their own capabilities.
- In a notice event, public transportation assets (bus, rail, and ferry services) will be available to support pre-impact evacuations, but service may be demobilized before impact to protect personnel and assets.
- Facilities such as schools, medical institutions, and congregate care facilities have internal emergency plans and will undertake evacuations utilizing their own resources.

2.3.4 Evacuee Assumptions

- Evacuees who have both their own transportation assets and a destination, and who do not require government assistance will be directed to self-evacuate.
- As much as six percent of the affected general population may have a need for transportation assistance, including those with limited access to personal vehicles.
- Evacuees will include those with access and functional needs who may require additional assistance which may include specialized transit services to evacuate safely.
- Most individuals will comply with evacuation orders.
- All evacuation events will include “shadow” or “spontaneous” evacuees (individuals who choose to evacuate even though they are outside of an at-risk area), thus increasing traffic volumes.
- Families may become separated and need reunification; special considerations will be needed for unaccompanied minors, and adults with mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance.

- Some evacuees will have household pets that require shelter or care (or both) and evacuees may resist being separated from their pets.

2.3.5 Traffic Management Assumptions

- Roadways, bridges, and/or tunnels may be impassible, necessitating local and state coordination for evacuation routing of impacted populations.
- Temporary lane closures or restrictions on roadways will be demobilized where possible to facilitate and improve safe traffic flow.
- A limited number of communities and state highways have Intelligent Traffic Systems (ITS) to monitor traffic, adjust traffic signals, and employ other methods to improve traffic flow. Coordination between local and state transportation agencies will be critical to utilize ITS effectively.
- If a vehicle becomes disabled, local or state resources will be used to remove the vehicle from the roadway or shoulder to ensure that traffic flow is not impeded.

2.3.6 Communications Systems Assumptions

- Communications among public safety partners will use the communications infrastructure described in the Commonwealth CEMP and Communications and Warning Annex.
- Voice and data communications systems may be impacted during an incident requiring evacuations.
- Alternative and back-up forms of public safety communication are available and will be used in accordance with the Massachusetts Communications and Warning Annex.
- The public will be notified by various means and systems, including locally operated Reverse 911 type systems, social media, the Integrated Public Alert and Warning System (IPAWS) network, and other means as necessary to ensure a consistent, accurate message is delivered.

3.0 Definitions

3.1 Concepts

- **Clearance Time:** The time needed to safely evacuate those who wish to leave an area. Clearance time must be assessed against the amount of time remaining until the onset of significant impacts.
- **Re-Entry:** In re-entry, local public safety officials have determined that hazard conditions in the evacuated area have abated sufficiently for residents to safely access the area on a temporary basis, generally to retrieve possessions or assess the status of their properties.
- **Return:** Return differs from re-entry in that the hazard condition has passed and local public safety officials have determined that it is safe for residents to return to their homes on a permanent basis.
- **Zero Hour:** Zero-hour is the time of onset of significant impacts. Evacuation operations should be complete by zero-hour.

3.2 Incidents

Evacuations may be required based on "notice" or "no-notice" incidents. These are defined as follows:

- **Notice Incident:** Cities and towns will have advanced warning of an impending hazard. Based on the situation, the need for evacuation may become evident due to a potential or actual threat
- **No-Notice Incident:** An incident occurring with little or no warning to the Commonwealth or cities and towns.

3.3 Impacted Communities: Sending, Pass-Through, Host, and Supporting

For purposes of state-supported evacuation coordination impacted communities may be classified as follows:

- **Sending:** Communities directly impacted by a hazard or impending hazard. Local officials have determined there is a need to evacuate residents and are evacuating or "sending" a portion or all of these residents outside the threatened or impacted areas and to another community.
- **Pass-Through:** Communities are not evacuating but are located on major evacuation routes. Evacuees will "pass-through" these communities en-route to a final destination. These communities may be called upon to assist MEMA in coordinating and facilitating the onward movement of evacuees through their community and provide limited support services to evacuees such as fueling, sanitation facilities.
- **Host:** Communities serving as a destination or "host" location for evacuees. Host communities may provide facilities and resource support through local mutual aid or host State-initiated and managed Regional Reception Centers and Regional Shelters.
- **Supporting:** In certain instances communities not directly impacted may be called upon to provide resource support to sending, pass-through, or host communities. Resource support provided by these communities will be coordinated by MEMA through the State Emergency Operations Center (SEOC) and may include personnel, equipment, or facilities to support evacuation operations.

3.4 Shelter in Place

- **Sheltering-in-place:** Seeking immediate protection in your home, place of employment, school or other location when disaster strikes.

3.5 Evacuating Populations

Evacuees may be classified for planning purposes into one or more of the following populations:

- **Shadow Evacuees:** Individuals who choose to evacuate even though they are outside of an at-risk area.

- **Self-Evacuees:** The majority of residents and tourists will self-evacuate at-risk areas using their own independent means of transportation without any government sponsored assistance. Self-evacuees without a final destination will be directed to a Regional Reception Center for shelter assignment or directly to a State-Initiated Regional Shelter, depending on the situation.
- **Critical Transportation Need (CTN) Evacuees:** In the event of an evacuation a segment of the population will lack access to personal transportation or will be unable to operate a personal vehicle. This segment of the evacuating population, identified as having a CTN, will require government-provided transportation to evacuate at-risk or impacted areas. An Annex to support the evacuation of CTN populations who live in coastal areas has been developed to support this document.
- **Health Care Facility Evacuees:** Patients in health care facilities such as nursing homes, hospitals, and long-term care facilities present unique and complex challenges during evacuations. Such facilities often have patients with unique and complex medical needs requiring a good deal of pre-planning and logistical coordination to safely move from at-risk or impacted areas. Hospitals and health-care facilities have site-specific evacuation plans and mutual aid agreements to facilitate movement of patients. Patients will be directly transferred to similar facilities in a non-impacted area utilizing plans developed and in place through their providing facility. Given the expected direct transfer of patients, EAPs and RRCs will not be used as elements in evacuating health care facility patients.
- **Access and Functional Needs Populations:** There may be individuals in evacuating communities in need of additional assistance or accommodations to safely evacuate in the event of an emergency. Similar assistance may be required when transporting individuals back to their community post-disaster. These individuals may have disabilities, chronic medical conditions, be elderly or children, or have limited English language proficiency. Many of these individuals are likely to live in the community and not in health care facilities and will require evacuation from their residence directly to a reception center or shelter. In the event of a notice event requiring evacuation, local EMDs should evacuate impacted AFN populations as part of a phased evacuation strategy well in advance of the onset of impacts. As requested, the Commonwealth may support local evacuations with state-level resources and coordination to ensure the safe and timely evacuation of individuals with access and functional needs.

Some individuals with access and functional needs may depend on mobility devices or other durable medical equipment to maintain independence. Local and state partners supporting emergency transportation will make every effort not to separate equipment from owners. Additionally, a mechanism to track equipment when life safety requires separation from the owner will be established by assisting authorities.

- **Correctional Facilities and other Institutional Settings:** State correctional facilities and other licensed institutional settings are required to have evacuation plans in place. Most often these facilities will evacuate directly to a similar type facility or setting within the Commonwealth away from the area under threat. In the event of a large-scale

evacuation these facilities may require additional local and state support to facilitate a point to point evacuation.

- **Unaccompanied Minors:** Children unaccompanied by a parent or guardian may present at a local Evacuation Assembly Point (EAP) or Transportation Hub. Minors will be allowed to board evacuation vehicles under the supervision of a local public safety authority and will be escorted into the Regional Reception Center (RRC), Transportation Hub, or Shelter facility. Once admitted, facility authorities will be responsible for reporting the unaccompanied minor to the Department of Children and Families (DCF) and/or law enforcement authorities. Facility staff and local law enforcement will be responsible for ensuring the minor is safe and appropriately supervised until the minor can be picked up by a DCF worker or their parent/guardian.
- **Service Animals:** Animals individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Massachusetts General Laws Chapter 272, Section 98A requires that all service animals will be accommodated on all vehicles supporting an evacuation. Service animals must remain with their owners during all phases of evacuation transportation.
- **Household Pets:** Animals kept primarily for companionship. The Pets Evacuation and Transportation Standards (PETS) Act of 2006 and Chapter 54 of the Acts of 2014 require evacuation plans to take into account the needs of individuals with household pets prior to, during, and following a major disaster or emergency. Household pets are to be accommodated on local and state provided transportation vehicles whenever possible. Household pets should be leashed and preferably in carry-on crates when possible. Owners are responsible for the basic care of their pets during transport.

3.6 Evacuation Facilities

Some or all of the following facilities may be established by local and state officials to support evacuation operations:

- **Evacuation Assembly Point (EAP):** A temporary location within a sending (evacuating) community used exclusively for evacuee embarkation. A community may have multiple EAPs. Essentially, EAPs are pick-up points for evacuees who do not have their own transportation. Evacuees will be directed to EAPs for transportation away from a threatened or impacted area to a local shelter or transportation hub. Basic services are not provided at EAPs. Individuals presenting with immediate medical needs will be identified and transported by emergency medical services directly to an appropriate health care facility.
- **Local Transportation Hub (T-HUB):** In the event of a large scale incident, sending communities will designate and manage stand-alone local T-Hubs for the onward movement of evacuees from the community to a Regional Reception Center (RRC) or State-initiated Regional Shelter (SIRS). Local communities shall pre-designate T-Hubs with adequate indoor facilities to stage evacuees and adequate outdoor areas for vehicle staging and evacuee embarkation. EAPs feed into T-Hubs, and local transportation assets

will move evacuees from EAPs to T-Hubs for onward movement away from the hazard or impacted area. In the event local resources are at capacity or exhausted the Commonwealth will support operations with state assets and resources. Onward transportation from Local T-Hubs to RRCs will be a state mission and supported with state resources.

- **Local T-HUB Staging Area:** In instances of large-scale evacuations requiring activation of local T-Hubs, communities may establish areas to stage transportation assets and facilitate the timely response of vehicles in support of local T-Hubs. These will be identified ahead of time and managed and operated by the local sending community.
- **Regional Emergency Operations Center (REOC):** MEMA has three regional emergency operations centers (REOC) that can be activated to support an incident. The REOCs serve as the primary point of contact for impacted communities and local emergency operations centers, and support the components of emergency response associated with their respective regions. In addition, REOCs obtain and provide situational awareness and information on local emergency operations to the SEOC.
- **Regional Reception Center (RRC):** An RRC is a state supported location for receiving, staging and processing evacuees for transportation to a designated shelter. Local evacuees who do not have their own transportation will be transported by the state from local T-Hubs to RRC's. State operated RRCs will assist CTN evacuees with registration, shelter assignment, and onward transportation to a shelter. RRCs will not provide shelter services. In certain instances RRCs may also support self-evacuees (those with transportation) by providing information on available shelter and evacuation routes to expedite their evacuation. The Commonwealth will pre-identify and manage RRC locations and resource needs across impacted areas and communicate their locations via MAESF-15.
- **State Emergency Operations Center (SEOC):** The SEOC serves as the central point of coordination for state-level emergency management and response activities. The SEOC may be activated to coordinate state-level response to an emergency or in response to a large-scale planned event where state resources must be mobilized to ensure health and safety.
- **State-Initiated Regional Shelter (SIRS):** State supported facilities where evacuees without temporary housing can be processed, evaluated, and provided a variety of disaster-related services to include meals, basic first aid, pet sheltering, and overnight accommodations. Evacuees who arrive at RRCs and need temporary housing and shelter services will be directed to SIRS if they have their own transportation, or will be transported by the state to SIRS if they do not have their own transportation. SIRS will be state managed and staffed by ESF-6, supporting local staff, and other non-governmental organizations. In the event SIRS reach capacity, MEMA will coordinate with neighboring state and/or FEMA Region I to identify host-state shelters for evacuees.

- **Traffic Control Point (TCP):** A position established to control movements into and out of an area. They are typically critical road intersections that are located on through routes, in particular those that represent an at-grade crossing of two through routes, or high-volume at-grade intersections for accessing through routes. These types of intersections may require higher level active management, from traffic control monitoring and signal timing, up to and including active management by emergency personnel to ensure that traffic continues to move through intersections as desired.
- **State Staging Area (SSA):** A state supported and managed location intended to support state and contracted transportation assets for processing and staging for deployment. Assets may be deployed from a SSA in support of local T-Hub Staging Areas in closer proximity to sending communities. These SSA's may also be established to support other ongoing response efforts, as outlined in the Commonwealth's State Staging and Logistics Annex, and be used for purposes in addition to staging evacuation assets.

4.0 Considerations

The following are key considerations for evacuation planning, preparedness, response, and recovery activities in the Commonwealth:

- **Lead Time Required To Conduct Mass Evacuations:** It may be necessary to activate plans as much as 72 hours prior to the time an evacuation is likely to be declared for a notice event. Resources may need to be mobilized 48 hours or more prior to the start of an evacuation. This lead-time ensures sufficient capacity is in place once the evacuation order is given. Regarding a no-notice event, the evacuation plan needs to be activated immediately with resources focused on phased zone evacuations.

Evacuations by zone can be phased to evacuate the most vulnerable population first. Hurricane Evacuation Zones specific to coastal areas, and category of hurricane have been developed for this purpose, and will be used in a coastal hurricane scenario. Surrounding zones should be directed to shelter-in-place until directed to evacuate or the incident evolves.
- **Shelters and Transportation:** It is critical to identify and pre-designate general population and pet shelters as close to embarkation points as safely possible. Transporting the CTN population may include considering:
 - The availability of public or private sector transportation.
 - The number and location of CTN populations.
 - The time available to conduct operations.
 - The distance and availability of evacuation facilities.
- **Social Factors:** Identifying areas of higher risk and/or areas with vulnerable populations can be difficult if not recorded on a regular basis due to population changes. Population changes could include an increase or decrease of those with access and functional needs, transients, and/or non-English speakers.

Among other populations, it is critically important to recognize the special needs of children during mass evacuations. In a no-notice evacuation, children could be gathered in large

numbers away from their parents, whether at schools, childcare facilities, summer camps, hospitals, or other locations. The process of family reunification should be considered prior to an actual evacuation.

- Public Messaging:** Clear, timely, and consistent messaging regarding protective actions is essential to build trust and credibility. Mistakes and/or misinformation can occur (and negatively affect the evacuation) when messages are created at the time of a shelter in place and/or evacuation. Constructing messages during the planning/preparedness phase of an evacuation will support operations that are more efficient. It also allows primary and support agencies to become aware of all available means to communicate with the public. Reunification information and re-entry requirements should be incorporated into evacuation messages to reduce confusion and to prepare the public for the next phase. Messaging to the public will be accomplished by several means. Keeping in mind that some evacuation orders in the Commonwealth may be locally driven, community Reverse 911 type systems, local social media, and other local communications methods may be utilized to make the public aware of evacuations in local communities. MEMA will ensure a consistent message, and one that complements local evacuation messaging, when using their systems. Similarly, MEMA will coordinate IPAWS Network messages, both to the Commonwealth and in support of communities when requested. MAESF-15 will ensure an accurate delivery method and consistent messaging structure.
- Hazardous Materials Evacuation:** Evacuation efforts may be impacted when they are taken in response to a large-scale hazardous materials (HAZMAT) incident. Decision makers should consult with HAZMAT officials as appropriate regarding the location of embarkation sites and evacuation routes. Massachusetts Emergency Support Function (MAESF) #10 Hazardous Materials and Environmental Protection may provide all-hazard HAZMAT assessment support.
- Re-Entry Access Control:** Communicating re-entry requirements during the evacuation phase will limit access control issues during the re-entry and return phase. Access control will be the responsibility of MAESF #13 Public Safety and Security. MAESF #13 should work in coordination with MAESF #15 Public Information and External Affairs during the evacuation phase to provide appropriate public messaging on re-entry requirements, such as needed identification.

5.0 Concept of Coordination

5.1 General

Flexibility and scalability are key components of this Annex. All concepts and plans presented are intended to be flexible, scalable, responsive, and adaptable to a wide variety of shelter in place and/or evacuation scenarios varying in scale and complexity.

Whenever possible, the decision to shelter in place and/or evacuate will be made by local public safety officials. Shelter in place can typically be managed at the local level, but may require state support and coordination on messaging. Small scale evacuations may be carried out by local officials utilizing local resources or available mutual aid. State support for evacuations will be

triggered when local jurisdictions have exhausted, or expect to exhaust, local resources and available mutual aid or the logistical and coordination needs of the incident exceed local capabilities.

State level evacuation support operations will be conducted through an Evacuation Coordination Specialize Mission Group (SMG) at the State Emergency Operations Center (SEOC) and managed by the SEOC Manager acting under his/her authority as delegated by the Governor. The SEOC may be supported by Regional Emergency Operations Center (REOC) to provide local jurisdictions with links to state and federal resources and to provide situational awareness. State assistance may take many forms to include provision of subject matter expertise, resources, coordination, or logistical support. The decision to implement specific evacuation concepts and facilities detailed within this plan will be joint (local-state), incident-driven, and based on the nature, size, and scope of the hazard.

Most people will choose to self-evacuate from an area using personal vehicles, but certain populations and incidents may require the use of high occupancy vehicles and/or other modes of transportation. The nation's experiences with large-scale hurricanes highlight the need to develop transportation strategies that address the needs of the socially vulnerable who cannot self-evacuate and the roadway congestion problems associated with over reliance on privately owned automobiles.

In determining protective actions such as evacuation or sheltering in place, numerous factors must be considered, including: the characteristics of the hazard (magnitude, intensity, speed of onset, and duration), the number of people affected, the location(s) to which they will be transported, and the means that will be employed to conduct the relocation. Once transportation requirements are determined and compared with available existing capabilities a determination can be made on the need for additional resources to effect the evacuation.

In certain instances it may become necessary to move significant numbers of evacuees some distance to safety and across numerous jurisdictional boundaries. Such evacuations require a great deal of coordination and logistical capabilities and implementation of this annex.

5.2 Triggers for State Coordination

State level coordination and implementation of the strategies outlined in this plan will be based on the size, scope, and nature of the incident. Conditions that may trigger implementing all or parts of this strategy include but are not limited to:

- Local communities have exhausted or expect to exhaust local and available mutual aid resources;
- Local communities are impacted to such a degree that they are unable to provide evacuation services to impacted populations;

- The logistical complexity and/or size of the evacuation requires coordination across multiple jurisdictional boundaries, or;
- The Governor, SEOC Manager, and/or MEMA Director has determined that the threat or complexity of the incident or evacuation requires state-level coordination and coordinated public messaging to maximize operational efficiencies and effectiveness.

In circumstances requiring state coordination and resource support MEMA will determine, with input from stakeholders including local impacted communities and agencies and organizations assigned to Massachusetts Emergency Support Functions (MAESFs), the level of need for state support and the components of this plan to operationalize in support of local evacuations. The decision to implement this plan will be based on an assessment of the hazards, impacts, local and regional evacuation needs and capabilities, available state resources, and the potential need for state and federal resources.

5.3 Direction and Control

Large-scale evacuations require coordination and synchronization across impacted local jurisdictions, state and federal agencies, private non-profit organizations and the private sector, as well as the commitment of state resources and assets. In such instances the Massachusetts Emergency Management Agency (MEMA) will serve as the lead coordinating agency for the Commonwealth and provide overall direction and control of state resources in support of incident objectives and priorities as set by the SEOC Manager. Coordination with impacted communities will occur through the State Emergency Operations Center (SEOC) and Regional Emergency Operations Centers (REOCs) in impacted areas.

The Incident Command System (ICS) will be utilized by the SEOC to integrate and coordinate critical state functions to maximize available capabilities for evacuation operations. In the event of an incident requiring activation of this plan MAESFs will report to the SEOC to ensure coordination, unity of effort, and to assist in the following evacuation related activities:

- Developing a common operating picture;
- Assisting in setting appropriate priorities, goals, objectives and courses of action;
- Providing coordinated resource support to impacted communities;
- Identifying and coordinating evacuation routes across multiple jurisdictions, as needed;
- Coordinating and disseminating public messaging;
- Providing subject matter expertise in support of this plan.

MAESFs to be represented at the SEOC in the event of an evacuation may include, but are not limited to:

- MAESF-1: Transportation
- MAESF-2: Communications

- MAESF-3: Public Works and Engineering
- MAESF-5: Business and Industry
- MAESF-6: Mass Care, Emergency Housing, & Shelter
- MAESF-8: Public Health and Medical Services
- MAESF-11: Agriculture, Animals and Natural Resources
- MAESF-12: Energy
- MAESF-13: Public Safety and Security
- MAESF-15: Public Information & External Affairs
- MAESF-16: Military Support

Specific MAESF roles and responsibilities are detailed in the roles and responsibilities section of this plan.

To more effectively oversee and coordinate evacuation support activities, the SEOC Manager may establish an Evacuation Support Specialized Mission Group (SMG), overseen by a SMG Supervisor and reporting to the Deputy Operations Section Chief (ESFs). This SMG will consist of liaisons from multiple MAESFs and will focus solely on evacuation support operations. The SMG will:

- Serve as a coordination and management entity for activities related to evacuation support.
- Ensure that sufficient resources (e.g., equipment, supplies, personnel, and services) are available and deployed to support evacuation operations.
- Determine appropriate staging areas for assets supporting an evacuation.
- Coordinate with other elements of the overall response, in particular Critical Transportation Needs (CTN), State Initiated Regional Shelter (SIRS) and Regional Reception Center (RRC) operations to ensure that each of these collaborate with the others.

The SMG Supervisor may create additional Units or Teams within the SMG as needed to focus on specific elements of evacuation support operations. These may include, but are not limited to, a CTN Team, a Transportation Resource Team, a Traffic and Access Control Team, and a Field Support Team.

5.4 Joint Decision-Making

A large-scale evacuation will require a coordinated response inclusive of all levels of government. Coordination will be established by the SEOC and facilitated by the SEOC Manager utilizing state-level coordination calls with local, state, and federal stakeholders. Coordination calls will provide stakeholders with situational awareness, evacuation recommendations, and support for decision-making and resource allocation.

Whenever possible the decision to evacuate will be made at the local level by local officials. In exceptional circumstances the Governor may order evacuations through the authorities detailed in the Civil Defense Act of 1950. For example, the Governor may order evacuations at the request of local elected officials when local continuity of government is interrupted or when there is uncertainty as to local evacuation authorities, when conditions present with extraordinary potential threat to life and property, or other instances in which the Governor has determined there is a need to take immediate protective actions. While the Governor has the authority to order mandatory evacuations, the preferred method of coordination will be through joint-decision making with local impacted communities.

5.5 SEOC Coordination of State Resources

In the event of an emergency or disaster requiring SEOC activation the SEOC Manager has been delegated authority by the Governor to coordinate the overall state response to notice and no-notice incidents, set incident objectives and priorities, manage the Commonwealth's resources, coordinate mutual aid across local jurisdictions and via state-to-state mutual-aid requests, and serve as the communication and coordination link with other states and the federal disaster response system. Requests for resources will be addressed utilizing processes outlined in the resource request concept of operations and the CEMP.

5.6 Locally Coordinated Evacuations

When a jurisdiction has exhausted or believes that it will exhaust local resources and mutual aid capabilities, or requires or anticipates needing state assistance in managing or coordinating evacuation operations, a local EMD may request state assistance via their respective Regional Emergency Operations Center (REOC). In the event an REOC is not operational, notification should be made by the local EMD directly to the MEMA State Emergency Operations Center (SEOC). The SEOC functions as the Commonwealth's 24/7 state warning point for emergency notifications.

Upon notification, the SEOC will follow applicable policies and protocols for notifying appropriate personnel, gaining situational awareness, and communicating and coordinating with local EMDs and public safety officials from impacted communities. The MEMA Director/SEOC Manager or designee will then determine whether to implement this annex.

5.7 State Coordinated Evacuations

In instances where the MEMA Director determines that an emergency or incident requires SEOC activation and may require evacuation coordination, state-level coordination and decision making will take place from the SEOC, to include resource prioritization and allocation decisions involving state resources. The SEOC will coordinate evacuation support via responsible MAESFs or the Evacuation Support SMG if activated, REOCs, impacted communities, and Federal agencies.

In certain circumstances the MEMA Director may take immediate and proactive measures to activate the SEOC and implement this plan. Examples include impending hurricane threats requiring state-level preparedness and planning in anticipation of widespread impacts and certain no-notice incidents with the potential for widespread impacts on life safety, such as hazardous material plumes.

The SEOC Manager will facilitate the evacuation coordination process and strategy via conference calls with local impacted communities. These coordination calls will facilitate evacuation decision making, state-level resource support and allocation decisions, and other identified issues. In addition, the SEOC will utilize information from these coordination calls and other sources to develop and maintain situational awareness and a common operating picture for the evacuation to aid in decision making.

If activated, REOCs will support the evacuation by providing the SEOC with regional situational awareness, facilitating local mutual-aid, meeting immediate local resource needs, participating in coordination conference calls, and addressing other evacuation related issues within the region.

Resources to support the evacuation may come from a variety of state agencies or volunteer organization, via intra-state mutual aid, contracted/leased services, inter-state mutual aid through EMAC, state-province mutual-aid via IEMAC, or through FEMA and federal partner agencies.

5.8 Public Information Coordination

During mass evacuations local and state emergency managers and public safety officials will coordinate messaging to instruct evacuees how to get to established local evacuation routes or local Evacuee Assembly Points (EAPs) for movement out of threatened or impacted areas, and where they could seek services and/or shelter.

Many self-evacuees will not require transportation or government sponsored evacuation assistance. Evacuees with independent means of transportation and financial resources are likely to evacuate over known evacuation routes, bypassing local and state evacuation operations, and shelter in hotels/motels or with family and friends in unaffected areas. Self-evacuees are likely to wait for disaster conditions to improve before returning. Other self-evacuees will transport themselves directly to a Regional Reception Center (RRC) for information and routing, or to a Local or State-initiated Regional Shelter (SIRS) for accommodation. Appropriate and adequate public messaging and instructions are critical to provide self-evacuees with information on the hazard, impacted areas, and evacuation routing and shelter information.

5.9 Local and State Evacuation Facilities and Capabilities

Mass evacuations are likely to be significant in terms of geographic size, populations impacted, and communities involved. Impacted communities may require state assistance in the form of resources, coordination, logistical support, or a combination of all three to facilitate the movement of at-risk populations to safety. In such instances the Massachusetts Emergency

Management Agency will coordinate movement of evacuees across impacted communities to appropriate safety and shelter.

5.9.1 Local Evacuation Facilities and Capabilities

Evacuees without personal transportation will be directed to locally designated and managed Evacuee Assembly Points (EAPs) for transport to a local shelter or designated Local Transportation Hubs (T-Hubs). Local transportation assets will support movement of evacuees from EAPs to T-Hubs and will be coordinated by the community. In instances where local communities lack adequate transportation assets to facilitate the movement of evacuees from EAPs to T-Hubs the Commonwealth may provide transportation resources.

Local evacuating or “sending” communities are responsible for designating and managing local EAPs, T-Hubs, and T-Hub Staging Areas.

Individual jurisdictions are responsible for development of local evacuation plans and concepts of operation to best serve their unique capabilities and needs. For purposes of evacuation planning, this plan assumes local communities will have developed pre-designated EAPs, T-Hubs, and Forward Staging Areas to facilitate the movement of evacuees and interface with the state-level concept of operations described within this plan.

5.9.2 State Evacuation Facilities and Capabilities

Onward movement of evacuees from local Transportation Hubs will be the responsibility of the Commonwealth utilizing state transportation resources. The Commonwealth will establish one or more State Staging Areas (SSAs) within the Commonwealth to manage transportation assets in support of local and state evacuation operations. These will support local T-Hub Staging Areas based on resource needs and incident priorities and objectives as determined by the SEOC Manager. Once local communities move evacuees to local T-Hubs, onward transportation to Regional Reception Centers (RRC) and/or State-Initiated Regional Shelters (SIRS) is a state supported mission.

Evacuees arriving at an RRC may arrange transportation, hotel accommodations, pet care/shelter, or receive information on and assignment to a State-Initiated Regional Shelter (SIRS) for overnight accommodation.

Evacuees with access to private transportation will self-evacuate away from the threatened or impacted area. Evacuees without a final destination will be directed to a Regional Reception Center (RRC) for additional information and assistance, to include as necessary assignment to a shelter.

Evacuees with a Critical Transportation Need (CTN) will move from a local Evacuee Assembly Points (EAP) to a Local Transportation Hubs (T-Hub) and onward to a state supported Regional Reception Center (RRC) for processing and assignment to a State Initiated Regional Shelters

(SIRS). In some instances CTN Evacuees may, based on medical need, be transported from a Local T-Hub directly to a Regional Reception Center or to a medical facility for treatment.

Health care, correctional, and licensed institutional facilities will evacuate utilizing a point-to-point method, moving evacuees directly from threatened or impacted facilities to similar facilities outside impacted area. In many instances such facilities have contingency plans and agreements in place to support one another in instances requiring evacuation.

The strategy is intended to be modular in that any or all of the concepts outlined may be activated to support and facilitate evacuation operations based on the needs and requirements of the incident.

5.10 Time Phased Evacuation Strategy

A phased evacuation (also identified as a time-phased evacuation) allows maximized use of transportation assets, networks and facilities by reducing the likelihood that all evacuees attempt movement at once. Phased evacuation identifies the most at-risk populations or those with the greatest needs for earliest embarkation and moves these populations first. While a number of factors will determine the operational phases (incident onset, type of incident, and strategy) the following operational periods are common to all evacuations:

- **Mobilization** - The block of time required by localities and the Commonwealth to make coordinated decisions about who will evacuate and when, to activate and mobilize facilities, transportation resources and support personnel, and to dispense clear evacuation advisories to the public.
- **Evacuation** - This phase begins when transportation facilities begin to provide evacuee transportation services. The length of this operational period depends on the number of evacuees, carrying capacity of transit facilities, traffic at the start of evacuation, and length of trips. For notice incidents, it is important to determine both the clearance time (the amount of time needed to evacuate all persons from the evacuation zones) and the amount of time remaining between the start of the evacuation phase and the onset of significant impacts.
- **Re-Entry and Return** - This is the phase when the immediate threat has passed and evacuees may be permitted to return to evacuated areas, either temporarily or on a permanent basis. Re-entry or return should not begin until appropriate authorities determine that the area, including its structures, may be safely entered or repopulated.

To best achieve a coordinated, efficient, effective and safe evacuation, public messaging should be targeted and clear in detailing populations that should evacuate, and when, versus those that should shelter in place or delay evacuation. A successful phased evacuation will coordinate movement of populations by need, shelter availability, and the capacity of the transportation systems.

Evacuating by zones also helps reduce the number of people unnecessarily asked to evacuate, which can reduce transportation network congestion. For example, the Commonwealth has worked in conjunction with the Army Corps of Engineers and local communities to develop hurricane evacuation zones based on threat along coastal areas. Hurricane evacuation zones have

recognizable landmarks or boundaries (such as major roads) for easy recognition by residents and visitors.

Notice evacuation incidents (such as coastal storms) allow the implementation of phased evacuation whereas many no-notice incidents may result in actions that are more spontaneous. However, clear instructions, even in no-notice incidents, can have some of the same benefits. The goal is to evacuate those residents and visitors whose lives would be in jeopardy by staying and to discourage others from clogging available transportation facilities.

5.11 Evacuation Routing

Roadways identified for evacuation will depend on the location of the threat or hazard, the size of the evacuating population, the nature of the hazard, the impacts on the transportation systems and facilities, and the risks to the evacuating public. The level to which certain routes are loaded depends on evacuation participation, perceived “safe” destinations, and knowledge of alternative routes. In densely populated urban areas the multitude of streets may help disburse evacuees from localized incidents and threats. However, for regional threats like a major hurricane, the accumulation of vehicles on major through and regional exiting routes can result in tremendous congestion and long clearance times. The presence of significant daily background traffic due to the daytime worker population also can be a serious complicating factor. Vehicle flows along corridors used for evacuation will be highly unstable with long stoppages.

5.12 Traffic Management

Traffic management during an evacuation includes the ability to manage evacuation and background traffic congestion, monitor traffic flows, average travel speeds, and gauge evacuation compliance and associated participation rates. It also includes a focused effort to assess the condition of transportation infrastructure/resources, conduct emergency debris clearance, establish lines of supply routing, and anticipate the arrival of conditions along evacuation routes that may hinder travel. MAESF 1 will support local communities the essential objectives related to traffic management.

Assessing the condition of highways, bridges, tunnels, construction zones, and other components of transportation infrastructure will be essential at the onset of the incident. MAESF-1 and MAESF-13 have the primary role for supporting this action, through use of field personnel, cameras, and other intelligence systems. The Essential Elements of Information section within this plan more fully describes this process. MAESF-1 may also suspend state permitting for construction and facilitate clearing of state owned roadways. Along certain state owned roadways MAESF-1 may be able to also facilitate traffic signal operations to coincide with the evacuation route selected and deploy Variable Messaging Boards to aide in this process.

MAESF-1 and MAESF-13 will coordinate with the SEOC Operations Section and/or the Evacuation Support SMG, and local impacted communities to facilitate the selection of evacuation routes and activation of Traffic Control Points (TCPs) on state owned and local roadways to support the selected evacuation routes.

5.13 Re-Entry and Return

In incidents of local evacuation without state support, local authorities will manage re-entry and return for evacuees. For evacuations requiring state support, local officials in conjunction with the SEOC jointly determine when citizens may re-enter or return to their communities. When possible, evacuees will be transported from shelters back to their respective Evacuee Assembly Points. Evacuees with access and functional needs will be transported back their respective points of origin or homes. Similar to evacuation, re-entry and return should be prioritized by time-phased tiers. Employment of this system will be determined based on the individual characteristics of the incident.

Return and re-entry should be coordinated through the local EOC in conjunction with the REOC and SEOC. While one jurisdiction or neighborhood may be safe, another may not. Information on impacts and potential hazards should be considered so that re-entry or return do not cause problems for a heavily damaged pass-through community. MAESF agencies may provide guidance on decontamination, downed wires, hazardous materials, or other hazards that may be present. The decision to return should always be based on knowledge that the impacted areas are safe for the general public.

Return and re-entry will follow a phased structure to provide control and oversight of operations across jurisdictions with individuals allowed back into the impacted area based on their occupation or residence as follows:

- **Phase I** - First-responders and other designated emergency response personnel.
- **Phase II** - Debris removal, utility, public works and mass transit workers.
- **Phase III** - Residents and all business owners (consider by zone).
- **Phase IV** - General population (consider by zone).

Based on the conditions these phases may be combined to speed re-entry and recovery (i.e. Phases I and II).

For larger scale incidents requiring state support a phased re-entry may be coordinated from the SEOC. The SEOC may develop, in conjunction with local EOCs, an evacuee return/re-entry timeline and plan, to include development of adequate and appropriate ingress routes, and coordinate public messaging across communities regarding the re-entry. The SEOC provides a central location for monitoring traffic routes and conditions, public messaging, and coordinating critical life safety support services to returning evacuees.

6.0 Evacuation Actions by Phase

Preparedness actions have been added to this section so that continual development of protective action capability is fostered, lessons learned are continually identified, and best practices are noted.

6.1 Preparedness Actions

Preparedness actions should involve a collaboration of MAESF agencies, and follow the Whole Community approach by involving local communities, non-governmental organizations, and the private sector to accomplish tasks. Tasks may include community outreach and education programs, and maintaining and updating information used during the evacuation and re-entry phases.

To support potential coastal evacuations related to a hurricane or tropical storm, MEMA utilizes the Hurricane Evacuation Study and resulting Hurricane Evacuation Zones designated by FEMA and the US Army Corps of Engineers. Completed in 2016, these zones are based on Sea, Lake, and Overland Surges from Hurricanes (SLOSH) mapping products, which are developed to show a probable worst case scenario for each category of hurricane and its impacts to the coast. These tools are invaluable to MEMA in their annual planning surrounding hurricane evacuation planning. They provide some parameters around a worst case scenario, and allow decision makers to prepare for evacuation impacts as a result of a hurricane scenario. The Hurricane Evacuation Zone maps take the SLOSH Maps a step further, and provide street by street evacuation zones, based on the category of hurricane. There are three potential evacuation zones in Massachusetts: Zone A refers to potential evacuations needed due to surge and flooding during a category 1 or 2 hurricane. Zone B refers to potential evacuations needed due to surge and flooding during a category 3 or 4 hurricane. Finally, Zone C refers to highly populated areas in Boston and Cambridge, and provides another layer of evacuation at the most inland areas of category 3 or 4 hurricane inundation. These maps are strong decision making tools surrounding evacuations for both local and state level emergency management, and are a direct support tool for this Annex.

While not dedicated to an evacuation scenario, the Cape Cod Emergency Traffic Plan (CCETP) is another tool with a direct relationship to this Annex. The CCETP is a traffic management plan which exists to move as many vehicles off of Cape Cod in advance of a hurricane or other hazard's impacts. The Plan is designed with a scenario involving many vacationers attempting to leave Cape Cod at a similar time to avoid severe weather impacts. Traffic Management is a key component of this plan. In the event that weather, winds, or projected forecast is deteriorating, the CCETP considers the closing of the Bourne and Sagamore Bridges to keep the public safe. If this is done, a shelter of last resort would be established on Joint Base Cape Cod (JBCC). This safe haven would be operated until the storm or hazard passes, and those who are on the base can be returned to the road infrastructure to continue their travels. The CCETP is exercised annually, and specific procedures and tools exist as components of this plan.

Information requiring updates may include:

- The Massachusetts Comprehensive Emergency Management Plan (CEMP)
- This Evacuation Coordination Annex.
- Existing Standard Operating Procedures (SOPs) and Standard Operating Guides (SOGs)
- Training and exercises for State agency personnel or partner agencies supporting this annex.

- Mutual aid agreements and private sector resource agreements.
- Facilities and other important locations (EAPs, RRCs, TCPs, etc.).
- Current resources inventory.
- Local/Commonwealth/federal policy changes.
- Reporting systems (resource requests, issues, shelter intake, etc.).
- Community census changes.
- Primary and alternate evacuation routes.
- Hurricane Evacuation zones
- The Cape Cod Emergency Traffic Plan

6.2 Response Actions

Evacuation response is broken into three phases—mobilization, evacuation, and re-entry.

6.2.1 Mobilization Phase

The mobilization phase begins when a hazard is detected that could lead to issuing an evacuation order. This pre-event phase is the time required by the Commonwealth and local communities to make coordinated decisions about who will leave, activate and mobilize transportation facilities, resources and personnel, and to disseminate clear evacuation advisories to the public. Main actions during this phase may include, but are not limited to:

- Conducting threat assessment and determine vulnerability of evacuation zones.
- Developing resource projections and identifying potential gaps.
- Establishing primary response goals and considering need to issue evacuate recommendations.
- Activating relevant emergency plans, pre-event contracts, and staff notification.
- Opening transportation facilities and staging transportation resources
- Communicating with potentially impacted communities, and discussing potential evacuation strategies
- If coastal communities may be impacted, reviewing the Hurricane Evacuation Zones and determining potential impacted areas which may be under an evacuation.
- Identifying initial public information needs and coordinating public information strategy.

6.2.2 Evacuation Phase

The evacuation phase actions will vary depending on the scope of the evacuation and many other factors. This phase begins when a threat requires the initiation of evacuations. It may also begin after an incident occurs and the public must act in order to remain safe. The main roles and responsibilities involved in this phase are as follows:

- The SEOC Manager will direct the MEMA Operations Section Chief to activate the SEOC and begin coordinating activities with state agencies and partners in support of local evacuations. To that end, the Evacuation Support SMG may be activated to focus planning efforts.
- The SEOC will coordinate with communities to support evacuation as needed.

- If Hurricane Evacuation Zones will be utilized, the SEOC will ensure that these zones are shared and that public messaging coincides with the various zones so the public understands which areas may be under evacuation.
- Based on the size and scope of the incident, the SEOC Manager may request that the Governor declare a State of Emergency.
- MAESF #13 Public Safety & Security and MAESF #16 Military Support will support Local communities with public safety and security issues, to include support of traffic control points (TCPs) and traffic control.
- MAESF #1 Transportation will support local communities with transportation related requests and coordinate state transportation assets and infrastructure to include state-owned roadways, rail, air, or maritime resources.
- MAESF #1 will assist stranded motorists and communicate evacuation related messages to the public along state-owned roadways via electronic sign-boards.
- MAESF # 1 and MAESF #3 (Public Works and Engineering) will support local communities with addressing transportation related infrastructure issues.
- MAESF #15 Public Information and External Affairs will manage public information and messaging—responding to and engaging the media, including social media.
- MAESF #2 Communications will manage communications between responders.

6.2.3 Clearance Time and Zero-hour

Clearance time is the time needed to safely evacuate those who want to leave an at-risk area. The clearance time has to be assessed against the amount of time until the onset of impacts when it will be too dangerous to continue evacuations

Zero-hour is the time needed to clear transportation system users and to secure facilities, people, and equipment after the evacuation is completed but before the hazard arrives. This phase ends when the population is safe from the threat or incident and all evacuation operations concluded. Primary State support actions depend on the threat or incident and may include:

For coastal communities, the Hurricane Evacuation Study (HES) was completed, which includes clearance times for coastal communities. The HES provides concrete timelines for evacuation and clearance of the public off of the road network, and informs decision making from both the SEOC and Local Emergency Management. Last updated in 2016, the HES incorporates the onset of tropical storm force winds as the zero hour.

- Completing or halting the evacuation process prior to impact in order to stage first responders and minimize vulnerability.
- Maintaining situational awareness, developing a common operating picture, and communicating progression of the threat to public. Supporting local evacuation decision making and issuing evacuation recommendations as needed.
- Providing logistical support to local communities and evacuees to include providing assistance to local communities in operating local EAPs and State initiated RRCs and Regional Shelters.
- The CCETP also maintains clearance times, which utilize the Hurricane Evacuation Study (HES) from coastal communities, to ensure that operations are completed before the onset of Tropical Storm Force winds.

6.2.4 Re-entry and Return Phases

The re-entry phase will have similar roles and responsibilities as the evacuation phase. This phase includes controlling access to evacuated areas, ensuring the safety of the evacuated areas, and conducting structural and infrastructure assessments before individuals return to their communities either temporarily or permanently. Depending on the incident or threat, actions during this phase may include but are not limited to:

- Supporting local communities with infrastructure assessment.
- Transportation infrastructure and route assessment.
- Assisting local communities and the private sector in restoration of essential services and facilities.
- Supporting local authorities with security and access control to impacted areas.
- Coordinating public safety messaging across the impacted area.

7.0 Organization and Assignment of Responsibilities

7.1 SEOC Manager

The SEOC Manager may exercise his/her authority to protect life, property, and the environment within the Commonwealth of Massachusetts during an emergency or disaster, and provide leadership in setting state level incident objectives and priorities. In the event of a disaster the SEOC Manager may activate the SEOC to provide state-level coordination and support to local communities, and implement the Commonwealths Comprehensive Emergency Management Plan (CEMP) to include this annex.

In the event an incident requires state support, the SEOC Manager will maintain situational awareness, advise the Governor, support local communities in developing and implementing an appropriate course of action, and provide overall coordination of Commonwealth assets to support evacuation efforts.

7.2 Local Roles and Responsibilities

At the local level coordination will be accomplished through local Emergency Operations Centers (EOCs). Local EOCs will establish and maintain contact with both local public safety partners and with the applicable REOC or the SEOC.

The following evacuation related activities are the responsibility of local impacted communities:

- Determine the need to evacuate an affected area.
- Issue evacuation recommendations in coordination with the SEOC.
- Provide information to the public in coordination with a Joint Information Center (JIC) if established.
- Recommend evacuation routes and alternates/detours.
- Determine evacuation priorities within the city or town.
- Determine Evacuee Assembly Point (EAP) locations.

- Coordinate transportation services to pick up local citizens at their place of residence should they not be able to get to a local EAP.
- Provide transportation (including specialized transport services for those with AFN) from private residences (where required), and EAPs to appropriate shelters or local Transportation Hubs.
- Provide pets sheltering and transportation services.
- Establish traffic control points along evacuation routes on locally controlled roadways.
- Assist evacuees who run out of fuel along evacuation routes.
- Transport stranded motorists to a local Transportation Hub for transport to a Regional Reception Center [RRC] or State Initiated Regional Shelter (SIRS).
- Provide current and updated situational information to the REOC and/or SEOC for awareness and coordination purposes.
- Activate local shelters as necessary to support local residents.
- Track the status of shelters operating within the jurisdiction.
- If serving as a Host community, coordinate with State-managed Regional Reception Centers and/ or State –Initiated Regional Shelter (SIRS).
- Determine that it is safe to re-enter evacuated areas.
- Manage evacuee expectations regarding available services in evacuated areas.

7.3 State Roles and Responsibilities

The Massachusetts Emergency Management Agency, through its State Emergency Operations Center (SEOC) and Regional Emergency Operations Centers (REOCs) will coordinate evacuation support activities utilizing the Evacuation Support SMG and/or Emergency Support Functions (ESFs) as described in the Commonwealths Comprehensive Emergency Management Plan (CEMP). Specific roles and responsibilities for MEMA and the SEOC, the SMG, and responsible ESFs include the following:

7.3.1 MEMA/ SEOC

- Activate the SEOC and appropriate REOCs to ensure that central coordination points are established to support this annex.
- Provide guidance and support to the Evacuation Support SMG, so that evacuation criteria and support mechanisms can be accomplished.
- Act as the evacuation coordinating agency by providing statewide policy direction and coordination for evacuation efforts, to include support to local communities regarding evacuation decision-making, orders and operations;
- As necessary, activation and implementation of the Evacuation Coordination Plan.
- Ensure that coordination is maintained between local communities issuing evacuation and support the SEOC is providing to them;
- Notification to other Commonwealth agencies, regional entities, and applicable cities and towns that the plan has been activated;
- In consultation with the Operations Section Chief and MAESFs 1, 6, 8, and 13, determine the need to activate the State Initiated Regional Shelters (SIRS) network;
- Provide overall coordination of Commonwealth assets to support evacuation efforts.
- Determine the timing of an initial evacuation strategy call with impacted communities;

- Conduct regularly scheduled coordination calls with affected and supporting jurisdictions;
- Ensure all individuals have access to support services during evacuation, sheltering, repatriation, and recovery operations;
- Brief the Governor and his/her staff on a regular basis during evacuation or re-entry and recovery operations;
- Assess impacts to local jurisdictions;
- Manage Emergency Public Information dissemination;
- Monitor local evacuation efforts;
- Coordinate mutual aid and sharing information.

7.3.2 Evacuation Support Specialized Mission Group (SMG)

- In consultation with the SEOC, impacted communities, and MAESFs 1 and 13, determine major evacuation routes.
- Establish communication and coordination links with appropriate transportation nodes.
- Obtain estimated CTN throughput at each T-Hub and RRC.
- Provide an estimated number of transportation resources required for the CTN evacuation to MAESF-1.
- Working with MAESF-1 and the Evacuation Support SMG, ensure that appropriate numbers of transportation resources are available for deployment to assist affected communities. These resources could be supplied by:
 - The Massachusetts Bay Transportation Authority (MBTA)
 - Massachusetts Department of Transportation
 - Regional Transit Authorities
 - School Departments
 - Massachusetts National Guard (MANG)
 - Vendors on state contract to support transportation missions
- Identify appropriate T-Hub Staging Areas and RRC Staging Areas, where transportation assets can be pre-positioned for deployment. These locations may coincide with State Staging Areas (SSA), may be located at transportation depots, or other areas with large parking areas. They will be determined based on incident and need, and will be recommended to the Evacuation Support SMG Manager, who will determine the applicability to the incident and approval from the Deputy Operations Section Chief (ESFs)
- Pre-position transportation resources at T-Hub Staging Areas and RRC Staging Areas.
- Monitor the status of the entire transportation fleet based on the following criteria:
 - Available – Transportation resource is parked at an SSA and available for assignment.
 - En route – Transportation resource is currently en route to one of the following locations: a T-Hub Staging Area, RRC Staging Area, shelter, VRP, or SSA.
 - Staged – Transportation resource is parked at one of the following locations: T-Hub Staging Area, RRC Staging Area, T-Hub, or RRC.
- Maintain operational control of state-resources.
- Coordinate with the Finance Section Chief surrounding any potential rental/ contract needs to mobilize private resources.
- Coordinate transportation to support the movement of evacuees via identified evacuation routes, including evacuees with access and functional needs.

- Ensure major evacuation routes remain clear at all times.
- Coordinate traffic and access control measures, to ensure a coordinated evacuation effort.
- Maintain ongoing situational awareness of the status of evacuation routes and report this information to the SEOC Operations Section Chief.
- Coordinate with other MAESFs and Specialized Mission Groups as needed and appropriate.

7.3.3 MAESF-1 Transportation

- Coordinate transportation to support the movement of evacuees via identified evacuation routes;
- Provide accessible transportation resources to support movement of individuals with access and functional needs;
- Support embarkation sites in impacted communities with resources, to include: transportation management, vehicles, motor coach operators, and personnel to support emergency repairs;
- Provide equipment for clearing critical evacuation routes in an emergency;
- Provide the SEOC with timely and regularly updated information on available mass-transit resources to assist with evacuation efforts;
- In consultation with the SEOC, locally impacted communities and MAESF-13, assist in determining major evacuation routes;
- Maintain ongoing situational awareness of the status of evacuation routes and report this information to the MAESF-1 liaison at the SEOC;
- Provide evacuation route plans and information regarding any detours to MAESF-1 stakeholders;
- As required, assist in transporting evacuees from the islands of Nantucket and Martha's Vineyard;
- On an ongoing basis, track and provide regular updates to the SEOC MAESF-1 Liaison on the following traffic information:
 - evacuation traffic speed;
 - traffic volumes;
 - traffic bottlenecks or slowdowns, and;
 - other incidents that may occur along evacuation routes to impede evacuation efforts.
- Collect, analyze, and report other transportation related information that may impact ongoing operations;
- As necessary, coordinate traffic flow with MAESF-13 and local law enforcement;
- Demobilize construction zones and lane closures and restrictions along all evacuation routes.
- Utilize existing Intelligent Traffic Systems (ITS) to provide real-time evacuation related information to the SEOC;
- Coordinate and track deployed resources from Regional Transit Authorities (RTAs) supporting the evacuation;
- Deploy Variable Message Systems (VMS) to provide updated information to evacuees along evacuation routes;
- Identify rest stops on major roadways along evacuation routes and ensure they remain operational and fuel supplies maintained;
- Process driver-hour waivers as appropriate;
- Process truck weight-limit waivers as appropriate;

- Coordinate with the USDOT for use of a national traffic oversight program along the evacuation route, if feasible;
- Coordinate with the Federal Aviation Administration (FAA), National Transportation Safety Board (NTSB), and Transportation Security Administration (TSA) when federal assets are used;
- Coordinate government-organized transportation for return of transportation-assisted evacuees to the affected jurisdiction;
- Provide input to the SEOC Manager on the transportation related matters;
- Provide information to ESF 15 (Public Information);
- Maintain documentation for cost recovery process.

7.3.4 MAESF-2 Communications

- Ensure communications infrastructure remains operable.
- Support local communities with needs regarding to interoperability.
- Develop an overall communications/channel plan to support the incident.

7.3.5 MAESF-3 Public Works and Engineering

- Provide available resources to support movement of evacuees and individuals with access and functional needs;
- Support embarkation sites in impacted communities with resources, to include: vehicles, equipment, and personnel to support emergency repairs to infrastructure as necessary;
- Provide personnel and equipment for clearing critical evacuation routes in an emergency;
- Provide personnel and equipment to support emergency fuel needs;
- Update the SEOC on impacted transportation related infrastructure for MAESF-3 owned and operated roadways in the Commonwealth;
- Provide the MAESF-3 liaison and the SEOC with timely and regularly updated information on available public works and engineering resources to assist with evacuation efforts;
- Maintain ongoing situational awareness of the status of available resources.

7.3.6 MAESF-4 Fire Fighting

- As necessary, coordinate implementation of the Massachusetts Fire Mobilization Plan to support evacuation efforts;
- Support the actions of other MAESFs engaged in evacuation operations and in accordance with established priorities.
- Provide the SEOC Operations and Planning sections with regular updates concerning ongoing MAESF-4 operations and available resources to assist with evacuation efforts.

7.3.7 MAESF-6 Mass Care, Emergency Housing, and Human Services

- Ensure all individuals have access to required services during evacuation operations;
- Manage mass care activities at RRCs, to include evacuee tracking, sheltering, feeding, and the provision of non-medical human services;
- Determine feeding and sheltering requirements of the evacuating population;
- Coordinate MAESF-6 staffing in support of the evacuation operation;
- With MEMA and impacted communities, determine the need to activate Regional Reception Centers (RRCs) and the appropriate number/locations of RRCs outside impacted areas;

- Provide input to the SEOC Manager on the activation of RRCs;
- Provide input to the SEOC Manager on RRC locations;
- In coordination with MEMA and MAESF-8 manage the Regional Reception Centers;
- Assign evacuees in RRCs to shelters, and coordinate shelter assignment in activated RRCs;
- Track RRC status;
- Coordinate shelter and mass feeding resources;
- Determine procedures for handling unaccompanied minors who report to RRCs;
- Coordinate with MAESF-11 for pet sheltering if the shelter is a human/pet co-located shelter;
- Coordinate family reunification at RRCs;
- Project mass care needs to include FNSS at RRC locations.
- Staff and operate regional shelters.

7.3.8 MAESF-8 Public Health and Medical Services

- As needed, activate Medical Reserve Corps (MRC) and coordinate MRC activities;
- Provide input to the SEOC Manager on the activation of RRCs;
- Provide input to the SEOC Manager on RRC locations;
- Coordinate mental and behavioral health services at the RRCs;
- Coordinate the provision of trained medical and public health professionals to staff RRCs;
- Coordinate with local hospitals, nursing homes, and other medical facilities to support transfer of medical needs evacuees from Regional Reception Centers (RRCs) to appropriate medical facilities;
- Maintain ongoing situational awareness of the status of public health and medical services as it related to the evacuation and RRC and provide information to the MAESF-8 liaison at the SEOC.
- Provide input to the SEOC Manager on public health status within RRCs.
- Coordinate with MAESF-6 to staff regional shelters.

7.3.9 MAESF-11 Agriculture, Animals and Natural Resources

- Provide animal sheltering and resources to evacuating populations;
- Coordinate and manage household pet services at RRCs;
- Coordinate the transportation of household pets from RRCs to Shelters.
- Register and track evacuated pets from RRCS to Shelters.
- Provide mass feeding services for evacuated pets and animals at both co-hosted shelters and stand-alone pet shelters;
- Facilitate reunification of pets/animals with their owners;
- Coordinate veterinary services for evacuated pets/animals as needed;
- Coordinate the removal and disposal of dead animals to ensure public health and safety.

7.3.10 MAESF-12 Energy

- Coordinate and manage fuel staging or deliveries along evacuation routes to ensure adequate supplies of fuel to support the fuel needs of first responders and the evacuating public;
- Support fueling needs for generators at Regional Reception centers and shelters;
- In conjunction with utility providers, coordinate removal of damaged or downed electrical utilities or hazardous condition from damaged gas lines along evacuation routes and provide status updates to the SEOC;

- Coordinate with MAESF-1, MAESF-13 and MAESF-16 during evacuation and re-entry of a disaster, verifying an unobstructed path of travel on roadways based on criticality.

7.3.11 MAESF-13 Public Safety and Security

- In coordination with MAESF-1, identify and assess primary and secondary evacuation routes, assess route conditions, provide additional state support as necessary to support evacuation across identified routes, and identify routes for evacuee return;
- Coordinate intra-jurisdictional law enforcement and traffic control with local, state, and federal law enforcement agencies;
- In coordination with local law enforcement agencies, coordinate towing operations to clear and maintain evacuation routes;
- Provide vehicle escorts (high occupancy, hazardous materials and special mission vehicles) through evacuation routes and to destinations;
- Protect personnel and property in evacuated areas and maintain law and order during evacuation operations, reception center operations, and during return and re-entry;
- Establish and staff traffic control points on major evacuation routes;
- Provide input to the SEOC Manager on the activation and location of RRCs;
- Establish site security at designated EAPs, RRCs, and staging areas;
- Implement procedures for managing evacuees subject to judicial or administrative orders restricting their freedom of movement (such as parolees, sex offenders, and individuals with outstanding warrants);
- Coordinate traffic control during the evacuation to ensure the safe and expeditious movement of evacuees from impacted or threatened areas;
- Coordinate and share situational awareness information with the MAESF-13 desk at the SEOC and provide regular and timely reports regarding evacuation operations;

7.3.12 MAESF-15 Public Information and External Affairs

- In coordination with local EOCs and local public information officers, alert all available media sources of a decision to evacuate;
- Relay evacuation information to the media;
- Stand up a Joint Information Center (JIC) to establish a unified, consistent and accurate public message regarding the evacuation;
- Follow established public information procedures as developed in the MAESF #15 Public Information and External Affairs Annex;
- Work with media outlets to provide periodic spot announcements to the public on pertinent aspects of the evacuation;
- Provide public information availability to media outlets during the evacuation to provide regular and accurate information/updates and directions to the public;
- Manage evacuees' expectations regarding services available in evacuated areas.
- Should we be referencing public alerting and warning via WEA, EAS, Massachusetts Alerts, social media

7.3.13 MAESF-16 Military Support

- Provide resource and logistical support to other MAESFs in support of evacuation operations;

- As necessary, coordinate specialized missions;
- Support security and law enforcement missions related to the evacuation effort, to include security missions at EAPs, along evacuation routes/traffic control points, at Regional Reception Centers and State Initiated Regional Shelters, and at staging areas;
- Provide manpower and vehicles for access, traffic control, and movement of evacuees;
- Provide air assets to support evacuation efforts, to include route reconnaissance, assessments, movement of specialized teams, and VIP transport.
- Provide logistical and operational support at vehicle staging areas.

7.4 FEMA Roles and Responsibilities

- Coordinate the federal incident management and response efforts including issuing mission assignments, resource and human capital, incident action planning, comprehensive national incident logistics planning/management and sustainment capability, and financial management.

8.0 Authorities and References

- Numerous authorities provide the legal basis for the Commonwealth's Evacuation Coordination Plan.

8.1 Massachusetts State Legislation and Executive Orders

- Massachusetts Civil Defense Act, Chapter 639 of the Acts of 1950 Codified, Appendix 33
- An Act Ensuring the Safety of People with Pets in Disasters, Chapter 54 of the Acts of 2014
- An Act Providing for the Entry of the Commonwealth into the Interstate Emergency Management Assistance Compact, Chapter 339 of the Acts of 2000
- An Act Further Regulating Dam Safety, Repair, and Removal, Chapter 448 of the Acts of 2012
- Massachusetts General Laws, c. 21E
- Massachusetts General Laws, c. 40, §4A
- Massachusetts General Laws, c. 40, §4I
- Massachusetts General Laws, c. 40, §4J
- Massachusetts General Laws, c. 48, §59A
- Massachusetts General Laws, c. 66, §10
- Massachusetts General Laws, c. 164, §85B
- Massachusetts General Laws, c. 253, §§44-50
- Massachusetts General Laws, c. 272, §98A
- Massachusetts Executive Order #144, September 27, 1978
- Massachusetts Executive Order #221, June 30, 1982
- Massachusetts Executive Order #242, June 28, 1984
- Massachusetts Executive Order #469, September 28, 2005

8.2 Massachusetts Emergency Management Agency Supporting Documents

- Comprehensive Emergency Management Plan, Massachusetts Emergency Management Agency.

- EMAC Operations Manual
- Massachusetts SEOC Standard Operating Procedures
- Massachusetts Hurricane Preparation Checklist
- MA Statewide Mass Care and Shelter Coordination Plan
- Cape Cod Emergency Traffic Plan
- Massachusetts Department of Transportation, Office of Security Planning and Emergency Preparedness, Metro Boston Emergency Traffic Management Planning Concept of Operations for an Evacuation Zone Approach.
- Massachusetts Department of Transportation, Metropolitan Boston Emergency Evacuation Traffic Control Point Support Plan, Concept of Operations.
- Massachusetts Department of Transportation; Unified Response Manual for Roadway Traffic Incidents.
- Massachusetts Hurricane Evacuation Study: Behavioral Analysis Survey Data Report, prepared by Earl J. Baker, Hazards Management Group
- Critical Transportation Needs (CTN) Evacuation Operations Plan

8.3 Federal Legislation

- The Federal Civil Defense Act of 1950 (Public Law 920, 81st U.S. Congress) as amended by Public Law 96-342 (September 1980).
- Homeland Security Act of 2002
- Homeland Security Presidential Directive 5, Management of Domestic Incidents
- Post-Katrina Emergency Reform Act of 2006
- Post Evacuation and Transportation Standards (PETS) Act of 2006
- The Americans with Disabilities Act.
- Disaster Evacuation and Displacement Policy: Issues for Congress, April 16, 2006.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Disaster Relief Act of 1974), 42 U.S.C. s. 5151 (2006).
- Catastrophic Hurricane Evacuation Plan Evaluation: A Report to Congress, USDOT, June 1, 2006.
- Pets Evacuation and Transportation Standards Act (PETS) of 2006, September 21, 2006.

8.4 Supporting Federal References

- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0 (October 2010).
- National Incident Management System (NIMS), October 2017
- U.S. Department of Homeland Security/Federal Emergency Management Agency, Mass Evacuation Incident Annex, June, 2008.
- FEMA Region 1 Operations Plan
- National Disaster Housing Strategy
- FEMA and USACE Hurricane Evacuation Study, 2016

8.5 Other References

- U.S. Government Accountability Office (GAO). 2006. Disaster Preparedness: Preliminary Observations on the Evacuation of Hospitals and Nursing Homes due to Hurricanes. GAO-06-443R. Washington, DC: GAO www.gao.gov/new.items/d06443r.pdf.

- U.S. Government Accountability Office. 2006. Disaster Preparedness: Preliminary Observations on the Evacuation of Vulnerable Populations due to Hurricanes and Other Disasters. GAO-06-790T. Washington, DC: GAO. www.gao.gov/new.items/d06790t.pdf.
- National Research Council, Transportation Research Board Studies and Special Programs, Emergency Evacuation Planning for Special Needs Populations Inadequate, July 24, 2008.
- Real, Byron. 2007. "Hard Decisions in the Big Easy: Social Capital and Evacuation of the New Orleans Area Hispanic Community during Hurricane Katrina." Pp. 72-83 in Perspectives on Social Vulnerability, edited by K. Warner. Bonn: United Nations University, Institute for Environment and Human Security.
- Transportation-Disadvantaged Populations: Actions Needed to Clarify Responsibilities and Increase Preparedness for Evacuations.
- Federal Emergency Management Agency (FEMA). 2014. Declarations Process Fact Sheet: The Emergency Response Process. The Declarations Process/Primary Considerations for Declaration.

9.0 Plan Maintenance

The Massachusetts Emergency Management Agency will ensure this plan is maintained and updated in accordance with the Emergency Management Program Administrative Policy. Additionally, this plan will be reviewed following any exercise or activation of the plan that identifies potential improvements. Revisions to this annex will supersede all previous editions and will be effective immediately.

10.0 Acronyms

ARC	American Red Cross
AFN	Access and Functional Needs
CAP	Civil Air Patrol
CCETP	Cape Cod Emergency Traffic Plan
CEMP	Comprehensive Emergency Management Plan
CTN	Critical Transportation Needs
EAP	Evacuee Assembly Point
EEI	Essential Elements of Information
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Directors
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HHAN	Health and Homeland Alert Network
IAP	Incident Action Plan
IC	Incident Commanders
ITS	Intelligent Transportation Systems
JBCC	Joint Base Cape Cod
JIC	Joint Information Center
LTH	Local Transportation Hub
MAESF	Massachusetts Emergency Support Function
MANG	Massachusetts National Guard
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority

MEMA	Massachusetts Emergency Management Agency
MSP	Massachusetts State Police
NERCPI	New England Regional Catastrophic Preparedness Initiative
NHC	National Hurricane Center
NWS	National Weather Service
REOC	Region Emergency Operations Center
RRC	Regional Reception Centers
SEOC	State Emergency Operation Center
SIRS	State Initiated Regional Shelter
SMG	Specialized Mission Group
T-Hub	Local Transportation Hub
VMS	Variable Message Sign