

# Town of Stoneham

## COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



**Version 1.2**  
**June 1, 2021**

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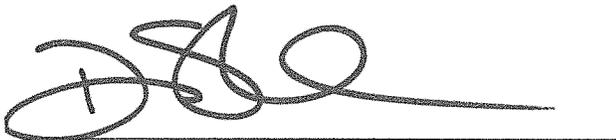
## Promulgation Statement

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

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

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

Therefore, in recognition of the emergency management responsibilities of Town Administrator, Select Board, and Emergency Management Director, and within their authority vested by the citizens of Stoneham, we do hereby promulgate the attached Stoneham Comprehensive Emergency Management Plan on this 26<sup>th</sup> day of JUNE, 2024.



Dennis Sheehan, Town Administrator



Select Board Representative



Matthew Grafton, Emergency Management Director

## Approval and Implementation

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

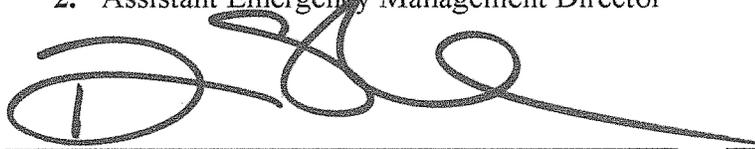
The Town Administrator authorizes certain Stoneham officials to make certain modifications to this plan without the express written approval of the Town Administrator. These modifications must be recorded in the Record of Changes section of this plan.

Authorized modifications include:

- Changes to contact information
- Changes/updates to critical infrastructure specifications and locations
- Updates to critical resources and their locations
- Emergency updates
- Other minor updates that do not significantly alter the plan

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

1. Emergency Management Director
2. Assistant Emergency Management Director



Dennis Sheehan, Town Administrator

6/20/21  
DATE

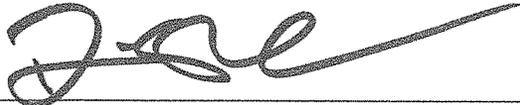
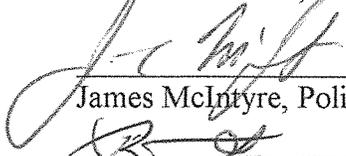
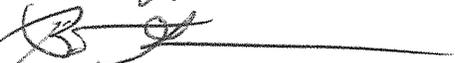
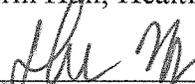
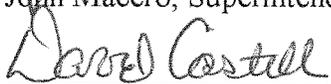
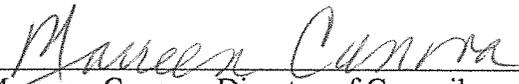


Matthew Grafton, Emergency Management Director

6/14/21  
DATE

# Signature Page

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

	6/20/21
Dennis Sheehan, Town Administrator	DATE
	6/14/21
Matthew Grafton, Fire Chief/ EMD	DATE
	6/11/21
James McIntyre, Police Chief	DATE
	6/13/21
Brett Gonsalves, Director of Public Works	DATE
	6/13/2021
Erin Hall, Health Agent	DATE
	6/14/21
John Macero, Superintendent of Schools	DATE
	6/13/2021
David Castellari, Town Accountant	DATE
	6/14/21
Maureen Canova, Director of Council on Aging	DATE

## Introduction

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

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

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

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

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

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

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

## Purpose

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

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

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

The CEMP takes an “all-hazards” approach to provide guidance for the management of large-scale incidents that require coordination between multiple town departments and agencies. The Stoneham CEMP provides a scalable framework for response to complex incidents by:

- Assigning responsibilities to agencies, organizations and individuals for carrying out specific actions during an emergency or event;
- Detailing the methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment;
- Identifying key resources in town and methods for utilizing those resources;
- Identifying methods for procuring additional resources from outside agencies.

- Providing a process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters;
- Identifying the responsibilities of local agencies and partnering stakeholder and organizations during emergencies or events; and
- Identifying lines of authority and coordination for the management of an emergency or event.

## Scope

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

This plan takes an “all-hazards” approach to address two different types of response scenarios:

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

## Situation

### Community Characteristics

**Geography:** The Town of Stoneham, Massachusetts is located in Middlesex County in the Eastern portion of the Commonwealth. Stoneham is situated within the Route 128 belt less than 10 miles North of Boston. The Town has a total area of 6.7 square miles of which 6.1 square miles is land and 0.6 square miles is water. Approximately one third of the town is located within the Middlesex Fells Reservation, this land is in the southern end of town. The Community is bordered by Melrose and Wakefield to the east, Medford and Malden to the south, Winchester and Woburn to the west, and Reading to the north. The town’s average elevation above sea level is 154 feet.

**Population:** According to the 2019 Census figures, the population of Stoneham is approximately 24,126 and includes 10,012 households. The population consists of approximately 18% under the

age of 20, 5 % persons age 20 to 24, 26 % age 25 to 44, 31 % age 45 to 64, and 19 % age 65 years of age or older.

- **Access and Functional Needs:** About 6% of the population identify as disabled and present with a disability affecting at least one of the following areas: sensory, cognitive, ambulatory, self-care, or independent living. Other groups with function-based needs that may not be captured in demographic data may include, but are not limited to, people who are morbidly obese, pregnant women, people who require prescription medication for daily well-being, and people who are transportation disadvantaged. Approximately 14% of households in Stoneham identified as a senior citizen living alone.
- **Language:** Approximately 14% of residents speak a language other than English at home.

**Roadway Infrastructure:** Stoneham contains several primary and secondary roadways in addition to local and private roadways. Approximately 3.5 miles of Interstate 93 run through the western edge of town. Additionally, Interstate 95/Route 128 runs just beyond the northern edge of town. The I-93/I-95 cloverleaf is located at the northwest corner of the town. Significant traffic traverses these two major highways each day including hazardous materials shipped via truck. The town's location also makes it a popular cut through for drivers seeking to avoid traffic on the interstate.

Secondary roadways within Stoneham include Main Street (Route 28), South Street, North Border Road, Woodland Road, Ravine Road, the Fellsway East, the Lynn Fells Parkway, and parts of Pond Street. Main Street (Route 28) runs through town from south to north and effectively divides the town in half. Much of the town's commercial businesses including the downtown area are located along Main Street. North Border Rd, South Street, Woodland Rd, Ravine Rd, the Fellsway East, the Lynn Fells Parkway, and a part of Pond Street are all secondary roads located on land within the Middlesex Fells Reservation on the Sothern end of town.

The following are key local roads within Stoneham:

- Elm Street - Links Main St. Stoneham to Wakefield.
- Franklin Street – Links Main St. Stoneham to Melrose. Often used to access Melrose/Wakefield Hospital. Stoneham High School is located on Franklin St. which causes increased traffic volume during school hours.
- Maple Street – Links Main St. Stoneham to Woburn and provides access to and from I-93 via Montvale Ave. This road is prone to flooding at the bottom of the hill.
- Marble Street – Links Main St. Stoneham to Winchester via a bridge over I-93. Often used to access Winchester Hospital.
- Montvale Ave – Links Main St. Stoneham to Woburn. Also provides access to and from I-93. Many businesses and apartment buildings located along this road. Certain parts of this road are prone to flooding.

- North Street – Links Main St. Stoneham to Wakefield. This is a popular cut-through street for motorists seeking to avoid Interstate traffic.
- Spring/East Streets – Links Main St. Stoneham to Melrose via Pleasant St.
- William Street – Links Main St. Stoneham to Woburn via a bridge over I-93 north of Montvale Ave.

## Threat, Hazard and Vulnerability Analysis Summary

Stoneham’s Emergency Management team has completed a Hazard Vulnerability Analysis (HVA) for the town using guidance from the Department of Homeland Security’s Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide. The analysis identified the following potential hazards and threats, vulnerabilities and impacts to population, property and critical infrastructure. The HVA classifies hazards as Natural, Man-Made, or Technological. Top hazards for each hazard classification are described below. The full Hazard Vulnerability Analysis can be found in as an attachment to this plan. Stoneham’s HVA is reviewed annually and updated every three years.

### **Natural Hazards**

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

### **Technological Hazards**

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

### **Man-Made Hazards**

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

## Critical Facilities and Infrastructure Summary

**Below is a summary of critical infrastructure that are likely to be impacted by one or more of the hazards defined above. A full list of critical infrastructure can be found in Stoneham's Hazard Mitigation Plan.**

### Utilities

**Water** - Water supply and sewage-disposal services are provided by the Massachusetts Water Resources Authority (MWRA). Stoneham's water comes from the Quabbin Reservoir. The Town's Water Department (under the Department of Public Works) manages 5 sewer pumping stations, 75 miles of water main and 800 fire hydrants.

**Electric** - Eversource is the primary distributor of electric power in Stoneham.

**Gas** - National Grid is the primary provider of natural gas.

### Special Facilities

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

- **Schools:**
  - Stoneham High School, 149 Franklin Street
    - Grades 9-12, approximately 690 students
  - Central Middle School, 101 Central Street
    - Grades 5-8, approximately 760 students
  - South Elementary School, 11 Summer Street
    - Grades K-4
  - Colonial Park Elementary School, 30 Avalon Road
    - Grades Pre-K - 4, approximately 270 students
  - Robin Hood Elementary School, 70 Oak Street
    - Grades Pre-K – 4
  - St. Patrick School, 20 Pleasant Street
    - Grades Pre-K – 8

- SEEM Collaborative Middle/High School, 25 William Street
  - Grades 5-12
  - Population includes students who have been diagnosed with:
    - High-Functioning Autism, Asperger Syndrome, PDD-NOS, or similar profile
    - Mood disorders, including depression and bipolar disorder, or similar profile
    - Emotional Behavior Disorders (EBD), including social/emotional learning (SEL) challenges, oppositional defiant disorder, or similar profiles
    - Are psychiatrically involved
- Greater Boston Academy, 108 Pond Street
  - Grades Pre-K – 12,
- **Assisted Living/Nursing Homes:**
  - **The Arbors Assisted Living, 140 Franklin Street**
    - Assisted living and memory care. 84 Residences including 26 designated for memory support

Emergency Contacts	
Emergency Preparedness	Colleen Doherty, Executive Director 781-435-1958 (office) 781-215-1942 (Cell) cdoherty@arborsassistedliving.com
24/7 Emergency	Jeff Garcia – 617-592-3918
Facilities/Engineering	Jeff Garcia – 617-592-3918

Notes:

- Gas powered backup generator powers lighting, kitchen, but no HVAC
  - Notebook located at front desk with residents who would need assistance in the event of evacuation.
- **The Fuller House of Stoneham, 32 Franklin Street**
    - Residents do not need skilled nursing care. 13 resident rooms.

Emergency Contacts	
Emergency Preparedness	Judith Gallucci O'Brien, Executive Director 781-438-0580 (office) <a href="mailto:fullerhouse@stoneham.comcastbiz.net">fullerhouse@stoneham.comcastbiz.net</a>
24/7 Emergency	
Facilities/Engineering	

○ **Life Care Center of Stoneham, 25 Woodland Road**

- Assisted living, skilled nursing, rehabilitation, and long-term care.

Emergency Contacts	
Emergency Preparedness	Terry Upham, Director of Nursing Services 781-462-3505 (office) 508-840-9439 (cell) <a href="mailto:Terry_Upham@LCCA.com">Terry_Upham@LCCA.com</a> Jeff Ekberg, Executive Director 978-886-5296
24/7 Emergency	Same as above
Facilities/Engineering	Timmy Delisle 781-858-4463

Notes:

- Typical population is 94 residents on nursing side and 18-20 on assisted living side. Approximately 60% of nursing population is ambulatory for short distances.
- Has at least 1 week of dry goods and water on hand at all times. Has 18 passenger bus and 7 passenger van.
- Diesel generator provides back up power to approx. 80% of the building including HVAC, kitchen, lighting, and 1 elevator.
- Participant in MassMAP for evacuation planning, participates in 1 exercise per year plus at least 1 other or real-world event.

○ **The Arnold House Nursing Home, 490 William Street**

- Provides skilled Nursing, Physician support, Pharmacy support

- **Day Care (Child and Adult) Facilities:**

- Boys and Girls Club, 15 Dale Court
  - Offers programs to children ages 7-18 during non-school hours
- YMCA, 100 A Maple St
  - Preschool/child care and after school services
- KinderCare, 136 Franklin Street
  - Child care for ages 6 weeks – 8 years old
- Teachable Moments, 188 Franklin Street
  - Child care for ages 2 months – 5 years old

### **Critical Facilities and Infrastructure**

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

- **Town Hall, 35 Central Street**
  - Workplace for most town departments. Houses critical records and IT infrastructure.
- **Fire Department, 25 Central Street**
  - Houses Fire Department personnel and equipment. Equipped with gas powered back-up generator. Primary EOC located in administrative office.
- **Police Department, 47 Central Street**
  - Houses Police Department personnel and equipment. Equipped with prisoner cells. Primary location for Police/Fire/EMS dispatch services.
- **Department of Public Works, 16 Pine Street**
  - Includes Engineering Department, Water and Sewer Department, and Maintenance Division.
- **Sewer/Water Pumping Stations**
  - Gillis Pump Station - drinking water (managed by MWRA)
  - 0 Fallon Rd – sewer pump station
  - 26 Upland Rd – sewer pump station
  - 0 Rita Rd – sewer pump station

- 0 Citation Ave – sewer pump station
- 207 North St – sewer pump station
- **Public Safety Radio Repeaters** – Radio repeaters for Police/Fire communication are located at the following locations:
  - Police Station (47 Central St.)
  - Stonehill Towers (7 Stonehill drive)
  - Cliffside Apartments (117 Hill St)
  - Villa Grande Apartments (157-159 Franklin St)
  - MWRA High Service Reservoir (tower)

### **Hazardous Materials Facilities**

**Note: Firefighter Jim McLaughlin is a member of the MA DFS Hazmat Team and can be contacted at 781-953-5765.**

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the community that would be classified as otherwise hazardous. The following facilities contain hazardous materials and have filed Tier II reports. Full Tier II reports are available as an attachment to this plan.

<b>Facility</b>	<b>Address</b>	<b>24 Hr Emergency Numbers</b>
BJ's Wholesale Club	85 Cedar St	508-816-6616
NSTAR Station 301	Elm St @ Central St	844-885-1012
Ryder Transportation Services	150 Fallon Rd	800-215-4839
Staples Inc.	200 Fallon Rd	240-772-0925
Cingular Wireless PCS LLC	7 Stonehill Dr	800-638-2822

### **Health and Medical Facilities**

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

- **AFC Urgent Care Stoneham, 16 Main Street**
  - Urgent care, physical exams, vaccinations, laboratory testing
- **Life Care Center of Stoneham, 25 Woodland Road**

- Assisted living, skilled nursing, rehabilitation, and long-term care.
- **Fresenius Kidney Care Stoneham**, 2 Main Street
  - Hemodialysis treatments (day and night)
- **Melrose/Wakefield Radiation Oncology (CHEM Center)**, 48 Montvale Ave.
  - Radiation Oncology treatments, Imaging
- **Tufts Medical Center Cancer Center**, 41 Montvale Ave., floors 3 and 5
  - Radiation Oncology and Lab Services
- **Medical Arts Building**, 3 Woodland Road
- **88 Montvale Ave**
  - Stoneham Medical Group
  - Merrimack Valley Oral Surgeons
  - Winchester Hospital Diagnostics Center
- **91 Montvale Ave**
  - DHA Endoscopy
  - Commonwealth Surgical Associates

#### **Dams/Dikes**

- **Spot Pond** – MWRA Spot Pond Dams 1,4,5 (Managed by MWRA)
- **Fells Reservoir (high service)** – MWRA Fells Reservoir Dams 2,3,6,7,8 (Managed by MWRA)

#### **Access and Functional Needs Populations**

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

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

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

### Planning Assumptions

- Effective prediction and warning systems are in place at the Federal, State and Local level that allow the Town to anticipate certain emergency situations that may impact Stoneham.
- When anticipating or in response to an emergency situation, the Director of Emergency Management and members of the Incident Management Team are responsible for taking action, including the activation of this plan, to mitigate impacts, save lives, protect property and the environment, assist survivors, and restore essential services and facilities.
- Stoneham municipal officials, agencies and partners are familiar with the CEMP, understand their roles and responsibilities under the CEMP, maintain appropriate plans, policies, and procedures to carry out those responsibilities, and maintain a state of readiness. Day to day functions which do not contribute directly to the emergency operation may be suspended for the duration of an emergency/disaster. Resources that would normally be required for those daily functions will be redirected to tasks in support of the emergency response.
- Stoneham will use the town's own resources in response to an emergency or disaster. Once local resources are exhausted (or near-exhausted), requests for assistance will be made.
- A large-scale emergency or disaster may overwhelm available local resources, leading to the need for support from local/mutual aid jurisdictions, private sector partners, state agencies, and the federal government.
- Stoneham anticipates support from surrounding communities and other response organizations should the resources of the town become exhausted. Adjacent communities and other government agencies will render assistance in accordance with the provisions of written intergovernmental and mutual aid support agreements in place at the time of the emergency.
- When the resources of Stoneham are fully committed and mutual aid from surrounding jurisdictions is exhausted, the Massachusetts Emergency Management Agency (MEMA) may coordinate the provision of additional assistance to address unmet needs.
- Disaster support from federal agencies may take at least 72 hours to arrive.
- Facilities required to file Tier II reports provide copies of the reports to the Mystic REPC. These facilities are also required to develop and share emergency plans with the town. Plans should be reviewed annually.

- Whenever warranted, the Town Administrator or Director of Emergency Management may declare a local State of Emergency for the town of Stoneham in accordance with the provisions of Massachusetts General Laws.
- The Emergency Management Director, Fire Chief, Police Chief, Incident commander or Unified Command has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of Stoneham. Evacuation and/or shelter-in-place orders will be communicated to residents and businesses by all appropriate means.
- In the event that an evacuation of the Community, or any part thereof, is ordered, the majority of the evacuees will utilize their own transportation resources to evacuate. However, a percentage of the population does not have access to transportation and will require transportation assistance.
- Individuals with pets will bring their pets with them when they evacuate. Those with livestock or other farm animals will take appropriate measures to safeguard their animals via sheltering or evacuation as appropriate.
- The Town of Stoneham and its response partners will need to provide additional/enhanced assistance to individuals with access and functional needs, including but not limited to children, elderly, individuals with disabilities and/or chronic conditions.

## Concept of Operations

The concept of operations describes the sequence and scope of emergency response. The Fire Department has the primary responsibility for coordinating emergency management activities in the Town of Stoneham. These activities support the following priorities:

- Life Safety - Minimize injury and loss of life
- Incident Stabilization – Minimize further impact of the incident
- Property Preservation - Minimize property damage
- Continuity of Operations – Minimize disruption of essential municipal functions and utility services
- Business Continuity – Minimize adverse economic impact to the town and local businesses
- Environmental Protection - Minimize adverse environmental impact
- Communication - Provide timely and accurate information to the public regarding emergency situations
- Victim Assistance – Provide for immediate and long-term needs of disaster survivors

## Overview

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

## Plan Activation

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

- At the time of an actual disaster
- When a local state of emergency has been declared.
- When the Governor of Massachusetts has declared a State of Emergency for areas that include the town of Stoneham; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include the town of Stoneham.

## Phases of Emergency Management

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

### Prevention and Mitigation

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

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

## Preparedness

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

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

## Response

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

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

## Recovery

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

# Direction, Control and Coordination

## National Incident Management System

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

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

## **Incident Command System**

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

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

## **Incident Command**

**Single Incident Commander** – Many incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making authority. This approach works best when a single agency is primarily responsible for incident management. (Example: Fire chief at a house fire)

## **Unified Command**

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

## **Area Command**

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

## **Transfer of Command**

Responsibility can be transferred during an incident for several reasons. As the incident grows a more qualified person may be required to take over as Incident Commander to handle the ever-

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

### **Incident Coordination and/or Response Locations/Facilities**

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

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

### **Incident Command Post**

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

### **Emergency Operations Center**

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

- Primary EOC: Stoneham Fire Department (Admin Office)  
25 Central Street  
Stoneham MA, 02180

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

- Alternate EOC's: Police Department Training Room / Senior Center  
47 Central Street 136 Elm St

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

### EOC Goals

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

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

### EOC Activation Levels

Stoneham's EOC has designated three activation levels that increase in intensity, ranging from modest emergency effects associated with Level 1, to catastrophic emergency effects associated with Level 3.

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

### EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment is tested on a monthly basis to ensure its readiness.

## EOC Staffing

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

## EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via automated telephone call and text message, sent out by Public Safety dispatch. This notification system will be activated by the EMD or designee. EOC members will be notified that the EOC has been activated, and will be provided with the time to report to the EOC and method to verify receipt of the notification. If necessary, a back-up notification will be sent via phone call or email.

## EOC Deactivation

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

## Staging Area

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

- Stoneham Arena parking lot, 101 Montvale Ave
- Department of Public Works Yard (fuel available), 16 Pine St
- Stoneham High School parking lot, 149 Franklin St
- StoneZoo parking lot, 149 Pond St

## Points of Distribution

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

Refer to the Stoneham Point of Distribution Plan for more information. (in development)

## Shelters

Stoneham has designated facilities that can be used to shelter evacuees or displaced persons in emergency situations. When it is determined that a shelter must be activated, a Shelter Manager will be assigned by the Incident Commander to oversee the activation and operations of the shelter. The Shelter Manager will work with Incident Command, the EOC, the Health Department, and the American Red Cross to activate the shelter and provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the EMD or EOC Manager; shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

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

- Primary Emergency Shelter – Stoneham Middle School
  - Emergency generator
  - Cache of Cots
- Back up Emergency Shelter -Town Hall

Shelter Plan is in development

## Evacuation

During a local state of emergency, the Emergency Management Director, Incident Commander, or members of Unified Command have the authority to issue evacuation orders and recommendations. Additionally, if a local state of emergency has not yet been declared, the shift commanders of the Police and Fire Departments are authorized to issue emergency evacuation orders.

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

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

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

### Primary Evacuation Routes for Emergency Mass Evacuation

- Main St Northbound to Route 95/128

- Montvale Ave to Route 93
- Main St Southbound

#### Evacuation to North or South

- Route 93 North or South
- Route 28 (Main Street) North or South

#### Evacuation to West

- Main Street to Route 95/128 South
- William St toward Woburn
- Montvale Ave towards Woburn
- Marble St towards Winchester

#### Evacuation to East

- Elm St towards Wakefield
- Spring St to East St toward Wakefield
- Franklin St toward Melrose
- Pond St toward Melrose
- Woodland Rd toward Melrose/Malden

### **Evacuation Assembly Points**

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

Evacuation Assembly Points will be designated on an as-needed basis by Unified Command. The majority of able-bodied Stoneham residents have access to their own transportation and thus will not need assistance evacuating. For planning purposes, the town's elementary schools could serve as EAPs if necessary.

Refer to the Stoneham Evacuation Plan for more information including the evacuation of persons with functional needs.

### **Evacuation Transportation Hub (T-Hub)**

In situations when residents may need to be evacuated outside of the community, Stoneham will activate one or more Evacuation Transportation Hubs (T-Hubs) where large numbers of evacuees transported from EAPs throughout the community assemble and wait for transportation to either

a state-operated Regional Reception Center (RRC) or a designated shelter outside of a community. T-Hubs are locally-operated, have adequate indoor facilities to stage evacuees, and adequate outdoor areas for vehicle staging and evacuee embarkation. The Commonwealth is responsible for providing buses or other vehicles to transport evacuees from local T-Hubs to RRCs or shelters.

Stoneham's designated T-Hubs are the Stoneham High School located at 149 Franklin Street and the Stoneham Arena located at 101 Montvale Ave. Refer to the Stoneham Evacuation Plan for more information.

## Organization and Assignment of Responsibilities

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

### Leadership

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

### Chief Municipal Officer

Stoneham has a Select Board and Town Meeting form of government. The Town Administrator is appointed by the Board of Select Board and serves as the chief municipal officer for the town of Stoneham.

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

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

### Incident Commander/Unified Command

The Incident Commander serves as the on-scene commander for tactical response operations. Stoneham may expand its incident command to Unified Command for incidents that require coordinated response among multiple on-site lead response partners. The Incident Commander/Unified Command receives its strategic guidance from the Incident

Management Team (IMT), and as needed, coordinates with the Town Administrator the Emergency Management Director, and the Emergency Operations Center on response strategies and resource needs.

### **Emergency Management Director**

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

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

The Town Administrator may appoint an Assistant Emergency Management Director to assist and represent the EMD with day-to-day operations as well as emergency situations.

### **Incident Management Team**

A small group of key department heads/representatives who work together to make decisions, set objectives, and prioritize resources during the response and recovery phases of an incident. The core of the Incident Management Team (IMT) shall consist of the Town Administrator, Emergency Management Director, Fire Chief, Police Chief, Department of Public Works Director, Superintendent of Schools, and/or their designees as well as a representative from the Health Department.

Based on the nature and scope of the incident, The IMT may contract or expand to include other municipal representatives as needed. The Emergency Management Director or his/her representative, in conjunction with the Town Administrator will be responsible for determining which departments/commissions/boards should be represented on the IMT in order to manage the incident most effectively.

### **Emergency Management Committee**

A group made up representatives from key Town Departments, Boards, and Commissions whose purpose is to provide guidance and insight for emergency planning and preparedness. The Emergency Management Committee should be familiar with the Town's CEMP and be prepared to assume ICS roles if necessary. The Emergency Management Committee will meet at least annually for planning/preparedness purposes and will meet as needed to respond to actual events.

## Town Employees

Town employees may be re-assigned as needed to assist with incident management. Department heads, managers, and supervisors should be trained in ICS 100 & 200 as they may be asked to fill supervisory roles within the ICS structure.

## Emergency Management Organization

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

### Government Organizations

Town departments may have been assigned emergency responsibilities in addition to their normal duties to support emergency response and emergency operations center operations. Each department is responsible for developing and maintaining its own emergency management procedures.

### Non-Governmental Organizations

Several non-governmental organizations, such as the American Red Cross, Salvation Army, etc. work with Stoneham to support EOC operations and provide assistance with shelter operations and mass care needs.

### Private Sector

Several private sector organizations may support EOC operations and provide emergency resources to assist with emergency response. These organizations include Action Ambulance, National Grid, Eversource Energy, Comcast, Verizon, and many local businesses.

### Commonwealth of Massachusetts

The Massachusetts Emergency Management Agency (MEMA) coordinates state level emergency operations. During an emergency or disaster, MEMA may provide direct support to Stoneham and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the Federal Emergency Management Agency (FEMA)), and/or from outside the state through the Emergency Management Assistance Compact (EMAC). MEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

## Emergency Operations Center Organization

An Emergency Operations Center (EOC) should be organized to best facilitate **effective** operations for the jurisdiction. Stoneham's EOC is organized in a functional model to ensure the

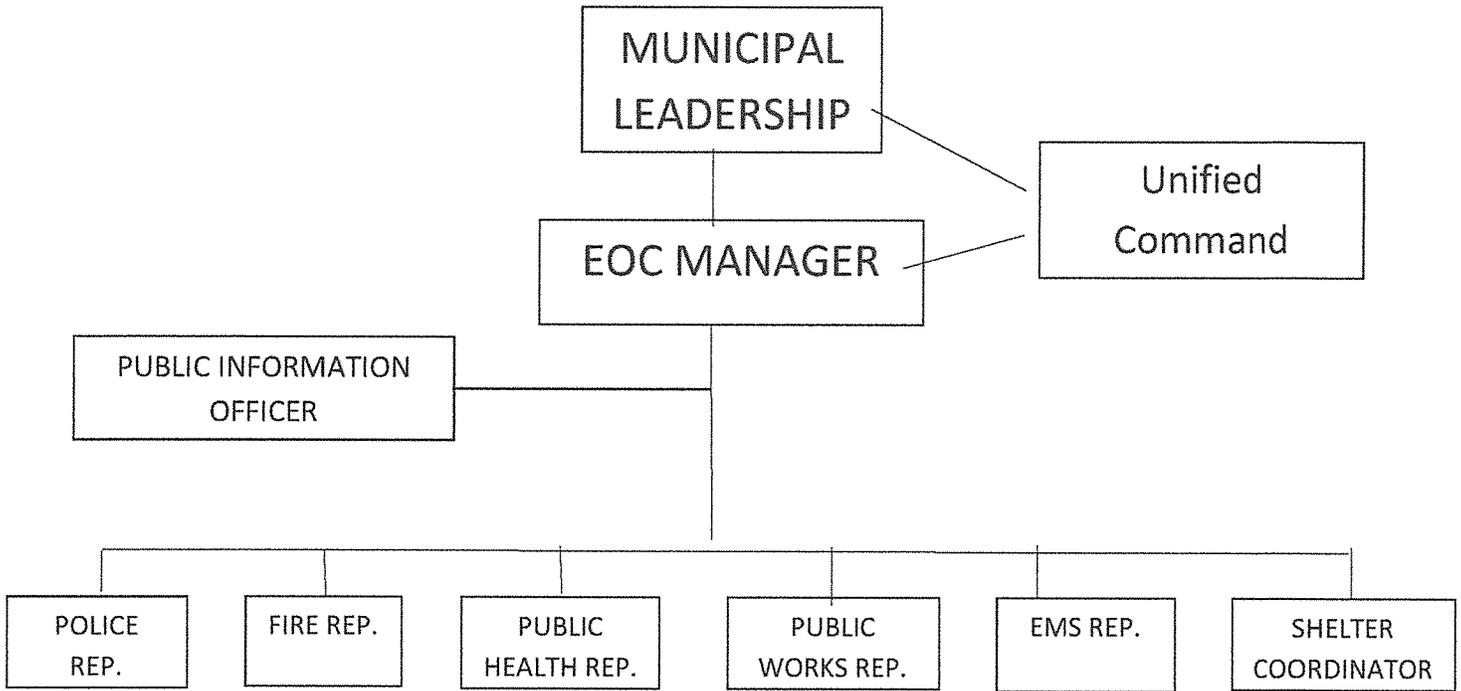
ability to acquire, analyze, and act on information, and coordinate resources to effectively and efficiently support emergency response operations in a timely manner.

Stoneham's EOC is organized under a discipline/functional based structure with designated emergency roles to facilitate activities. EOC organizational positions may be activated or deactivated as needed. Key EOC positions are as follows:

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

- **School District Representative:** The School Department Representative is responsible for coordinating resources to support school operations and/or evacuations, sharing information with schools, and providing situational awareness to the EOC Manager.

### EOC Organization



## Roles and Responsibilities of Town Departments and Personnel in the Emergency Management Cycle

### Chief Municipal Officer

#### Prevention and Mitigation

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

#### Preparedness

- Appoints Emergency Management Director

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

### **Response**

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

### **Recovery**

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

## **Emergency Management Director**

### **Prevention and Mitigation**

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

### **Preparedness**

- Facilitates and ensures the development and maintenance of the comprehensive emergency management plan
- Ensures the CEMP is reviewed, revised and adopted in accordance with plan maintenance policies
- Designates facilities to be used as an EOC and an alternate EOC
- Ensures the emergency operations center (EOC) and alternate EOC remain in a state of readiness
- Develops and maintains EOC activation procedures to ensure the EOC can be activated quickly

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

### **Response**

- Activates EOC and initiates response procedures and activities
- Coordinates all EOC activities and associated emergency response activities of other agencies
- Coordinates with on-site Incident Command on resource needs
- Ensures situational awareness information is disseminated to pertinent emergency management and response partners
- Serves as the primary liaison with MEMA
- Ensures the coordination of resources to support emergency response activities
- Coordinates with public health and public works/transportation to facilitate the transportation of individuals with access and functions needs
- Coordinates the submission of all requests and responses for statewide mutual aid
- Directs and re-allocates community assets and resources during a disaster
- Coordinates requests for state and federal assistance
- Coordinates resource management including donations of materials, equipment and services
- Makes recommendations to Town Administrator on evacuations
- Determines if a shelter(s) is to be opened and assists with selection of shelter site(s)
- Activates local public information hotline

- Demobilizes the EOC when appropriate to do so.
- Directs an after-action assessment of the disaster to determine what actions can be taken to mitigate future disaster effects.
- Maintains a database to identify lessons learned and corrective actions taken

### **Recovery**

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

## **Police Department**

### **Prevention and Mitigation**

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

### **Preparedness**

- Ensures EOC representatives are trained
- Ensures that law enforcement mutual aid agreements are in place
- Coordinates with EMD on the designation of locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster

### **Response**

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

- As needed, assists with enforcement of quarantine and protection orders
- Assesses impact of disaster on available equipment and resources
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

### **Recovery**

- As needed, assist EMD with recovery activities

## **Fire Department**

### **Prevention and Mitigation**

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

### **Preparedness**

- Ensures EOC representative is trained
- Ensures that fire services and hazardous materials response mutual aid agreements are in place
- Maintains readiness of all fire service equipment, supplies, procedures and mutual aid agreements needed for disaster response activities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Coordinates with EMD on the designation of locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities

### **Response**

- Provides EOC representative(s) to coordinates fire services resources to support emergency response operations
- As needed, provides fire response and control during a disaster
- As needed, requests and manages mutual aid for fire services response
- As needed, provides warning and notification support which may include the use of public address systems on vehicles
- As needed, provides resources to support search and rescue operations
- As needed, provides radiological monitoring and decontamination support
- As needed, ensures hazardous materials incident response, control and operations support
- As needed, provides primary or secondary emergency medical services
- As needed, assists in the triage of disaster victims
- As needed, provides communications support
- As needed, notifies and advises in-field response agencies of any dangers to personnel at or near the scene of the disaster

- Maintains fire protection for those areas of the community not affected directly by the disaster
- As needed, determines need for evacuations associated with hazardous materials risk and/or exposure
- As needed, assists with evacuation operations
- Assesses impact of disaster on available equipment and resources
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

### Recovery

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

## Public Works Department

### Prevention and Mitigation

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

### Preparedness

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

### Response

- Provides EOC representative(s) to coordinates public works and engineering resources to support emergency response operations
- As needed, provides staffing for resource distribution centers
- As needed, provides fuel for emergency generators
- As needed, provides the deployment of traffic control devices
- As needed, provides the provision of potable water
- As needed, provides support to clear debris and/or remove snow
- As needed, provides support to clear dams during a disaster

As needed

- To the extent practicable, maintains sanitary sewer and refuse collection services during a disaster
- Assesses impact of disaster on available equipment and resources
- Coordinates with the EMD to facilitate the transportation of individuals with access and functions needs
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

### **Recovery**

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

## **Emergency Medical Services**

### **Prevention and Mitigation**

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

### **Preparedness**

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

### **Response**

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

## **Recovery**

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

## **Water/Sewer Department**

### **Prevention and Mitigation**

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

### **Preparedness**

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

### **Response**

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

### **Recovery**

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

## **Public Health Department**

### **Prevention and Mitigation**

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

### **Preparedness**

- Ensures EOC representative is adequately trained
- Maintains readiness of public health personnel and equipment in connection with disaster response activities

- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Coordinates with medical facilities to ensure readiness of supplies, equipment and personnel for use during a disaster
- Provides training to appropriate personnel in detection, evaluation and prevention of communicable diseases
- Provides protection of food and water supply
- Coordinates with EMD to ensure planning for and coordination of health/medical aspects of response to a disaster
- Coordinates pandemic planning with MA Department of Public Health and community public and private health care provider network
- Maintains procedures for mass and mobile medical countermeasures dispensing for mass prophylaxis or vaccination
- Advises on control of disease vectors such as insects and rodents
- Recruits, trains and facilitates activation of community Medical Reserve Corps
- Coordinates with the EMD to ensure individuals with access and functional needs can be adequately supported during times of emergency

### **Response**

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

### **Recovery**

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

## **Information Technology Department**

### **Prevention and Mitigation**

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

### **Preparedness**

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

### **Response**

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

### **Recovery**

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

## **School Department**

### **Prevention and Mitigation**

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

### **Preparedness**

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

### **Response**

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

### **Recovery**

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

## **Animal Control Department**

### **Prevention and Mitigation**

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

### **Preparedness**

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

### **Response**

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

### **Recovery**

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

## **Local Government Agencies (Boards and Commissions)**

### **Prevention and Mitigation**

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

### **Preparedness**

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

#### **Response**

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

#### **Recovery**

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

## **Responsibilities of Community Relief Services, Volunteer Organizations, and Local Businesses**

#### **Prevention and Mitigation**

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

#### **Preparedness**

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

#### **Response**

1. Provides EOC support

#### **Recovery**

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

## **Line of Succession**

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

- Emergency Management Director
- Deputy Emergency Management Director
- Town Administrator

# Information Collection, Analysis and Dissemination

## Situational Awareness

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

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

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

### Information Collection

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

- On-scene responders
- Community departments and agencies
- WebEOC and MEMA Situational Awareness Reports
  - **WebEOC Login information:**
    - Username: Stoneham
    - Password: Jayco2009
- Public agencies and non-governmental partners
- Television, radio and print media
- Social media
- Victims of the emergency and the general public
- Subject matter experts

### Information Analysis

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

## Dissemination

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

## Internal Messaging

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

As soon as possible after an emergency event, the EMD will submit a Local Government Situation Report (see Attachment 3) to their Regional MEMA office. For a significant incident, the situation report should be followed by an Initial Damage Assessment as soon as specific damage information is available but not later than 48 hours after the peak of the event.

## Public Messaging

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

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Local or regional public information systems such as Reverse 911 systems and web/application based notification systems

To ensure one consistent and accurate voice, all public information releases will be coordinated through Unified Command and the designated PIO. No messages should be disseminated without approval from the Incident Commander or Unified Command. Unified Command may decide to provide messaging to the public or media directly through the PIO or through a contracted public relations firm.

## Local Declaration of Emergency

The Massachusetts Civil Defense Act (MGL Ch. 639, Acts of 1950) allows for any political subdivision in the state to declare a local state of emergency if a disaster takes place within the subdivision. In the town of Stoneham, the Chief Municipal Official and Emergency Management Director have the authority to declare a local state of emergency. Pursuant to the Massachusetts Civil Defense Act, a declaration of a local state of emergency may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

Whenever a local emergency has been declared the EMD will notify the Massachusetts Emergency Management Agency (MEMA) through WebEOC or their regional office.

When all emergency activities have been completed, the EMD will coordinate with the Chief Elected Official to terminate the declared emergency. All Community departments, agencies and organizations will receive notification of emergency declarations and terminations through emergency notifications sent by Public Safety Dispatch, and email messages.

Stoneham's primary MEMA contact is the Region 1 Manager:

**Regional Manager**

James Mannion  
508-922-3389

**Region 1 Coordinators**

Lauren Sardella: 978-328-1503  
Heather Tecce : 978-328-1501

**Region 1 Office**

365 East Street  
Tewksbury, MA 01876  
Office: 978-328-1500

**For emergency support or coordination, MEMA's 24x7 Communications Center can be reached at 508-820-2000.**

## Communications

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

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

communications range from the Emergency Alert System to the community's website and social media.

Refer to the Stoneham Emergency Communications Plan for more information.

## **Alert and Notification**

Emergency notification of community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The community has several means of notifying emergency response partners. In most situations, the Community has the capability to warn departments and agencies on a 24-hour basis. This notification will be made as determined by Unified Command and may come through the use of:

- Individual phone calls/messages
- Email
- Automated emergency messaging via CodeRed or Public Safety Dispatch.
- 2-way radio systems (during normal business hours)
- Dispatch a vehicle for in-person notification
- Face-to-face communication

Refer to the Stoneham Emergency Communications Plan for 24-hour contact numbers for each department.

## **EOC Communications**

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

- Landline Phone
- Cell Phone
- Web Based Communications:
  - Email
  - WebEOC
  - CrewSense mass notification system

The community conducts periodic communications tests to ensure that its systems are operational and its personnel are capable of operating the systems. More particularly, the EMD or his designee conducts an emergency communication test on a semi-annual basis.

## **Emergency Alert and Warning**

Emergency alert and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and

any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate the Emergency Management Director will work with the Incident Management Team to coordinate the development of public warning messages. The EMD will implement the dissemination of the messages via the public warning systems. Warning the public about an emergency or disaster includes various means of communication which are summarized below:

## **Public Warning**

Public warning is accomplished using the following methods as appropriate:

### **Public warning systems activated by the State (MEMA)**

- Emergency Alert System (EAS) (TV, Radio)
- Wireless Emergency Alerts

### **Public warning systems that may be activated by town officials**

- Stoneham Access TV
- Town Website Notification Banner
- Social Media
- Variable Message Boards
- Reverse 911 Notification System (CodeRed)

## **Emergency Alert and Warning for Persons with Access and Functional Needs**

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

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

### Community Warning Systems

Unified Command must give approval prior to utilizing any of the resources below for mass-messaging.

Warning System	Area of Coverage	Implementation
Stoneham Access TV	Local Cable Access	Amy Brough Palmerino Executive Director 781.438.8340, Ext. 2
Reverse 911 System	Local Landlines	Contact Public Safety Dispatch or Town Clerk
News Media	Cable and Air Broadcast/ Social Media	Contact the Police or Fire Chief have contracts with the following Public Relations Firm:  <b>John Guilfoil Public Relations, LLC</b> <b>Phone: 617-993-0003</b> <b>Emergency Contact: 781-752-9877</b>
Community Website	Internet/Mobile Devices	Contact the Town's IT Department
Loudspeakers	Roving Vehicles	Contact Police/Fire shift commanders. Provide written message
Door-to-Door	Households/Businesses	Unified Command shall determine what resources are available for this task and provide a written message.
Social Media	Internet/Mobil Devices	Individual Department Heads manage their social media accounts.
Emergency Alert System (State)	TV/Radio Emergency Broadcast	Contact MEMA Region 1 Manager or the 24/7 Emergency Line
IPAWS Wireless Alert System	Wireless devices	Contact MEMA Region 1 Manager or the 24/7 Emergency Line. This can also be accessed by the EMD.

### **Public Relations (Preparedness)**

The Emergency Management Director and Assistant Emergency Management Director are responsible for communicating emergency preparedness information to the public during regular, non-emergency operations. The EMD and AEMD will work with local partners such as newspapers, local TV stations, Stoneham IT department, and PR firms to disseminate information. This information may include any relevant information or resources intended to increase the public's preparedness.

### **Public Information Officer (Response/Recovery)**

The town of Stoneham does not have a designated Public Relations Department. For this reason, the roll of Public Information Officer (PIO) in the Incident Command Structure will be assigned by the Incident Commander/Unified Command based on the nature of the incident. The PIO roll may be assigned to a member of Unified Command or another senior municipal official, however, only one PIO shall be assigned for each operational period.

The PIO will serve as the public face of the town during the incident. The PIO will work with the Incident Commander/Unified Command to determine what, when, and how information should be disseminated. The PIO will work with command to craft message language and all messages should be approved by command prior to releasing them to the public or the media.

The Stoneham Police and Fire Departments have contracts in place with a public relations firm to handle routine and emergency public messaging. The assigned PIO should work with this firm to assist in crafting language and disseminating messages to the public and the media.

**John Guilfoil Public Relations, LLC**

**PO Box 22, Georgetown, MA 01833**

**Phone: 617-993-0003**

**Fax: 617-938-3805**

**Emergency Contact: 781-752-9877 (John Guilfoil Cell)**

### **Public Information Officer Actions:**

- Determine or create proper message content
- Select appropriate public warning system(s) for use
- Disseminate public warnings after receiving written approval from the Incident Commander/Unified Command

To assist in understanding what information the public is demanding as well as what rumors are circulating around the community, the PIO may work with the EOC manager to establish a media monitoring and rumor control section in the EOC.

## Administration, Finance, and Logistics

### Finance and Administration

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

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

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

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

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

### Records

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

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

### **Record Retention**

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of 10 years from the date of occurrence by the Emergency Management Director. In addition, records regarding hazardous materials exposures to the public will be maintained by the Emergency Management Director for a period of 10 years. Records regarding the exposure of town employees or volunteers to hazardous materials will be maintained by their department heads for 10 years.

### **Preservation of Records**

It is the responsibility of the chief elected official to ensure that public records be protected and preserved in accordance with applicable state and local laws.

### **Reports**

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

### **Local Government Situation Report**

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

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

## **Resource Management**

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

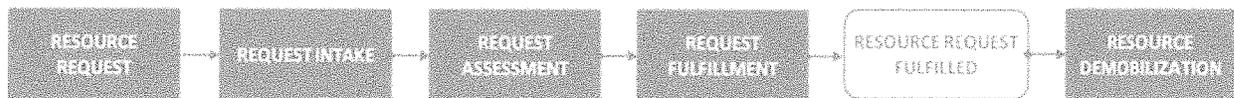
- Personnel, equipment and facilities belonging to the Community
- Resources available from other jurisdictions through local mutual aid agreements
- Resources available from the private sector through purchase, lease, or MOU
- Resources of the Commonwealth of Massachusetts including the National Guard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

- Intrastate mutual aid available through the Statewide Mutual Aid Agreement
- Resources available from the federal government under the National Response Framework (NRF), through MEMA

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

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

MEMA Concept of Operations for Managing Resource Requests Overview



## Mutual Aid

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

Stoneham is party to the following mutual aid agreements:

Fire Department:

- MetroFire - an association of Fire Departments in the Metropolitan Boston area to coordinate Mutual Aid and to act as a common entity for improving the overall effectiveness of their Fire and Emergency Medical Services.

Police Department:

- NEMLEC - coordinates the provision of mutual aid and the sharing of law enforcement officers and resources between agencies, in accordance with Massachusetts General

Laws, Section 40, Paragraphs 8G and 4J. Responding officers that report to provide mutual aid are under complete control of, and follow all commands given by, the local police chief of the department that requests our services.

## **Training and Exercise Program**

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

### **Training Program**

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

### **All Hazards Training**

#### **MEMA Provided Training**

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

Some examples of training include:

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

#### **Emergency Management Institute Training**

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

## **Hazardous Materials Training**

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

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

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

### **First Responder Awareness Level**

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

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

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

### **First Responder Operations Level**

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

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

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

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

### **Hazardous Materials Technician**

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

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

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

## **Hazardous Materials Specialist**

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

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

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

## **Incident Command System**

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

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

## **Trainers**

Trainers who teach any of the above training subjects shall have satisfactorily completed a training course for teaching the subjects they are expected to teach, such as the courses offered

by the U.S. Fire Academy, FEMA Emergency Management Institute, U.S. EPA, Massachusetts Fire Academy or Massachusetts Emergency Management Agency; or they shall have the training and/or academic credentials and instructional experience necessary to demonstrate competent instructional skills and a good command of the subject matter of the courses they are to teach.

## Exercise Program

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

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

## Types of Exercises

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

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

### Orientation (Exercise)

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

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

### Tabletop Exercise

A *Tabletop Exercise* is primarily a learning exercise that takes place in a meeting room setting. Prepared situations and problems are combined with role-playing to generate discussion of the

plan, its procedures, policies, and resources. *Tabletop Exercises* are an excellent method of familiarizing groups and organizations with their roles and demonstrating proper coordination. They are also good environments for reinforcing the logic and content of the plan and integrating new policies into the decision making process, since they allow participants to act out critical steps, recognize difficulties, and resolve problems in a non-threatening environment.

### **Functional Exercise**

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

### **Full Scale Exercise**

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

### **Progressive Exercise Program**

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

### **Exercise Schedule**

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

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

## **Plan Development and Maintenance**

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

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

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

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

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

## **Additional Support Plans**

**Emergency Operations Plan** – Under Development.

**Emergency Sheltering Plan** – Under Development.

**Emergency Communications Plan** – Under Development.

**Point of Distribution plan**- Under Development.

**EOC Activation Plan** – Under Development.

## Authorities and References

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

### References

#### 1. Federal

The Federal Civil Defense Act of 1950 (PL 81-920)  
The Disaster Relief Act of 1974 (PL 93-288)  
Emergency Management and Assistance, 44 U.S. Code 2.1  
Homeland Security Presidential Directive (HSPD) 5, "Management of Domestic Incidents"  
Public Law-288  
National Response Plan (NRP)  
National Response Framework (NRF)  
CPG-101  
National Preparedness Goal  
National Incident Management System (NIMS)  
Incident Command System (ICS)

#### 2. Commonwealth of Massachusetts

Massachusetts Civil Defense Act, Chapter 33  
Massachusetts Executive Order 144  
Executive Order #242, Comprehensive All-hazards Emergency Planning  
Executive Order #469, Designation of the NIMS as the State's Incident Management Standard  
Statement of Understanding between the State of Massachusetts and the American Red Cross  
Massachusetts EOC - Standard Operating Procedures  
State EOC Utilization Plan  
State Fire Mobilization Plan  
MEMA Continuity of Operations (COOP) Plan

