

Local Emergency Operations Plan (LEOP) for Torrington, Connecticut

Last Full Revision: [12-2016]

Last Reviewed: [4-2021]

Prepared in accordance with:

State Response Framework

Connecticut General Statutes Title 28, Chapter 517

Torrington Code of Ordinances Part 1-Chapter 18

Submitted By Emergency Management Director:

Peter A Towey

April 19, 2021

EMD/Fire Chief Peter Towey

Date

Emergency Management Director

Approved By Chief Executive Officer:

See attached signature page

April 20, 2021

Mayor Elinor Carbone

Date

Chief Executive Officer

Plan Distribution

Upon approval of this LEOP by the Chief Executive Officer, the Emergency Management Director ensures prompt distribution of the plan to appropriate partners, including the following agencies and organizations. This plan is has been emailed with a return acknowledgement required to the following:

Chief Executive Officer – Mayor Elinor Carbone

Emergency Management Director – Fire Chief Peter Towey

Deputy EMDs- Police Chief William Baldwin and Deputy Fire Chief David Tripp

City Clerk Carol Anderson

Corporation Counsel Victor Muschell

Fire Marshal Edward Bascetta

Trinity EMS Operations – Jeffery Ganung

Public Works Director – Raymond Drew

Building Official – Kevin Gillette

Long Term Recovery Coordinator – Rista Malanca

Comptroller Alice Proulx

City Council

Board of Finance

Board of Public Safety

Superintendent of Schools Susan Lubomski

TAHD Director Robert Rubbo

American Red Cross Eric Oubre

Public Utilities Serving Municipality

CT DESPP/DEMHS Regional Coordinator/Office

Charlotte Hungerford Hospital Emergency Mgr.

Record of Changes

The Emergency Management Director maintains a list of all updates to this plan, approved by the Chief Executive Officer (CEO), and also ensure that they are promptly distributed to the agencies and organizations listed previously.

Plan development procedures may be found in [Part 1](#) of this document.

Reference Number/Letter		Change Date	Posted By
1	Removal of Burrville Volunteer FD facility pg 16	2-1-2019	EMD Peter Towey
2021-1	Update Plan Distribution notifications (Pg 2)	4-6-2021	EMD Peter Towey
2021-2	Updated census and local information	4-6-2021	EMD Peter Towey
2021-3	Added Remote Capabilities to EOC Ops (pg 157)	4-6-2021	EMD Peter Towey
2021-4	Added COOP reference for Pandemic and other emergencies to Continuation of Governance section (Page 47)	4-6-2021	EMD Peter Towey

Sensitive Information Warning:

Some of the following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property. The information will therefore be maintained on file at the Municipality's EOC and with the CT DESPP/DEMHS Regional Office. This information may also be maintained on hand by emergency operations personnel. In the event that an ESF is activated, these materials may be made available, as appropriate, to individuals assigned to assist with an emergency support function. The information contained in these documents should not otherwise be released without prior consultation with the Emergency Management Director, Municipal Attorney, and/or CEO.

Emergency Operations Personnel Contact list

A contact list with names and phones numbers shall be kept in the Emergency Operations Center so that any changes in personnel can be made without having to change the LEOP. The contact list shall include name, department primary and secondary contact numbers as well as email address. Also due to security reasons the list shall be maintained in the Emergency Operations Center.

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Part 1- Introductory Material & Overview

The following section cites the effective date for the plan, the required signatories, authorities and references as well as the purpose of the plan.

This Emergency Operations Plan is supported by and should be used in conjunction with the [Local Emergency Management Director and Municipal Official Handbook](#) and the [Quick Reference Guide to Emergency Management in Connecticut](#).

This LEOP is also supported by resources that can be found at the [LEOP Resources Web Page](#).

Promulgation Statement

This is the Local Emergency Operations Plan (LEOP) for the City of Torrington Connecticut.

This plan is effective upon signing by the CHIEF EXECUTIVE OFFICER of the City of Torrington CT. and the City of Torrington CT. EMERGENCY MANAGEMENT DIRECTOR. All annexes, whether directly attached to this LEOP or incorporated by reference, are effective upon signing by the CHIEF EXECUTIVE OFFICER and the EMERGENCY MANAGEMENT DIRECTOR or other required signatories.

In this plan, the City of Torrington CT. may be referred to as the “Municipality”. References to the CHIEF EXECUTIVE OFFICER may include, as appropriate, the CHIEF EXECUTIVE OFFICER's designated representative. References to the EMERGENCY MANAGEMENT DIRECTOR may include, as appropriate, the EMERGENCY MANAGEMENT DIRECTOR's designated representative.

This plan supersedes the previous LEOP dated before 12-2016

Local Approval and Submittal to DESPP/DEMHS

Pursuant to Connecticut General Statutes Section 28-7, the Municipality shall submit its LEOP, as approved by the local Emergency Management Director and the local Chief Executive Officer, to the Connecticut Department of Emergency Services and Public Protection/ Division of Emergency Management and Homeland Security (CT DESPP/DEMHS) for approval, by forwarding the LEOP to the appropriate CT DESPP/DEMHS Regional Coordinator. It is recommended that the LEOP is sent or delivered to each official listed on page 2, who shall initial and date receipt of the plan, or acknowledge receipt if the plan is emailed.

Plan Development

This LEOP has been developed through a cooperative effort of the Municipality's emergency management staff and leadership in coordination with and consideration for its local, regional, state and non-governmental partners, including members of the functional needs community. This LEOP for the Municipality has been developed and will be maintained in accordance with current federal, state and local emergency management requirements.

Under Connecticut General Statutes Section [28-7\(a\)](#) as revised, the plan shall be submitted to the CT DESPP/DEMHS not later than January 1, 2017, and biennially thereafter. For the plan due January 1, 2019, the plan may be submitted with a notice stating that the plan remains unchanged from the previously submitted version, although changes in contact information will be provided as soon as possible on an ongoing basis to the appropriate DEMHS Regional Coordinator. The Local Emergency Management Director shall provide all holders of the plan with any such notifications, submissions, and/or revisions.

Minor changes may be accumulated and made with major changes.

This LEOP is not intended to be all-inclusive but to provide a sound framework for policy decisions and guidance during emergency operations. The scope and complexity of an incident may require additional tasks and considerations, and may bring to light new best practices or lessons learned that will be addressed by amending the current LEOP.

LEOP: PARTS 1 AND 2

This LEOP will be updated by the Municipal Emergency Management Director to address issues identified through actual emergency response operations, drills and exercises, changes in local government structure, technological changes, etc. Part 1 contains introductory items and an overview. Part 2 is the “base plan.” Support documents including annexes to the plan and materials that relate to general operations and specific emergency support functions follow in Parts 3 and 4.

The base plan is intended to provide an outline of the planning process, authorities, and administrative aspects of emergency operations as well as an outline of the concept of operations. Creation and review of both the base plan and its support documents requires the participation of subject matter experts (SMEs) from within the Municipality as well as those within the Municipality’s DEMHS Region.

SUPPORTING DOCUMENTS: PARTS 3 AND 4

Parts 3 and 4 of this LEOP support the base plan, and include the annexes to the plan and materials that relate to general operations and specific emergency support functions. In order to make these support documents helpful during response and recovery operations, Parts 3 and 4 should be used together.

Emergency management personnel at the federal, state and local levels use the Emergency Support Function (ESF) concept to identify subject matter disciplines in order to coordinate emergency planning and response activities, as well as to organize mutual aid. ESFs provide a standardized structure that relates to the [National Response Framework \(NRF\)](#), the [State Response Framework \(SRF\)](#), and the Regional Emergency Support Plan (RESP). Depending upon the scope and complexity of an emergency, the Municipality may rely upon this structure during any or all phases to bring together staff and volunteers from critical disciplines in an organized and widely accepted manner. Annexes are often identified by ESF number.

The following table lists Emergency Support Functions recognized in the State Response Framework. Also included are some additional emergency support functions or ESF titles that are recognized in one or more Regional Emergency Support Plans (RESPs) in Connecticut. Regional changes from the state ESFs are noted in brackets:

ESF-1 Transportation
ESF-2 Communications
ESF-3 Public Works and Engineering
ESF-4 Fire [Firefighting]
ESF-5 Emergency Management
ESF-6 Mass Care [Emergency Assistance, Housing and Human Services]
ESF-7 Logistics [Management] and Resource Support
ESF-8 Public Health and Medical Services
ESF-9 Search and Rescue
ESF-10 [Oil and] Hazardous Materials Response
ESF-11 [Animal Protection,] Agriculture and Natural Resources
ESF-12 Energy and Utilities
ESF-13 Public Safety and Security [Law Enforcement/Homeland Security]
ESF-14 Disaster Recovery [Long Term Recovery and Mitigation]
ESF-15 Emergency Public Information and External Affairs [Media]
[ESF-16 Volunteer Management, Citizen Corps/Medical Reserve Corps/Volunteer Organizations Active in Disaster—DEMHS Region 1]
[ESF-17 Private Sector/ Volunteer Organizations Active in Disaster (VOAD)—DEMHS Region 1]
[ESF-19 Functional Needs Management]
[ESF-20 Marine and Port Security] [Faith Based Organizations—DEMHS Region 1]
[ESF-21 Collegiate Support Services—DEMHS Region 3]

The ESFs typically activated under the Regional Emergency Planning Team (REPT) and at the Municipal level are briefly described in Part 2, Base Plan, under Concept of Operations. The ESFs on this list are linked to the more detailed chart of ESFs found in Part 2 Base Plan.

PART 3, LEOP ANNEXES AND ESF CROSSWALK, contains a crosswalk for general operational materials as well as each ESF in order to make it easy to locate support documents in the LEOP by ESF. [Part 3](#) also contains stand-alone Annexes, which are planning and operational tools to provide more in-depth planning to address specific emergencies. An annex becomes an official part of this plan upon signing of the annex by the Chief Executive Officer and the Emergency Management Director, and other local officials as appropriate. Annexes may be included by reference and maintained under separate cover or they may be included in their entirety.

Most of the concepts found in the annexes to previous versions of the LEOP are now located in **Part 4, Operational Position Aids**, which include General and ESF related [Job Action Sheets and Go! Documents](#), and are intended to be used as operational tools.

The Job Action Sheets and GO! Documents which make up Part 4 are divided into two categories. The General Position Aids are useful for most incidents regardless of which ESFs are involved in the incident,

and include preparedness, response, recovery, and hurricane preparedness checklists. The ESF-specific Position Aids are intended to provide useful tools for personnel in leadership, at the EOC or otherwise supporting emergency operations.

Job Action Sheets provide position-based guidance and highlight some possible considerations for staffing that position in different incidents. These “Job Action Sheets” identify important internal/external partners for supporting or providing assistance to the role. These Job Action Sheets are anticipated to be kept, at minimum, on site at the EOC to help personnel familiarize themselves with an emergency operations role.

GO! Documents include tools like contact lists, maps, organizational charts, quick references, job aids, flow charts, blank forms, templates, checklists and procedures that can be kept readily on-hand as well as at the EOC.

Community agencies, departments and other organizations with identified roles or interests may be required to assist in the review and update of these sections. A table that relates each [Emergency Support Function \(ESF\)](#) to Municipal departments and external partners is provided in Part 2 of this document.

Selected Acronyms and Definitions

2-1-1	United Way of Connecticut 2-1-1
ARC	American Red Cross
ART	Animal Response Team
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CGS	Connecticut General Statutes
CPG-101	Comprehensive Preparedness Guide (CPG) 101
CT	Connecticut
CT DAS	Connecticut Department of Administrative Services
CT DEEP	Connecticut Department of Energy and Environmental Protection
CT DESPP	Connecticut Department of Emergency Services and Public Protection
CT DESPP/CSP	Connecticut State Police (within the Connecticut Department of Emergency Services and Public Protection)
CT DESPP/DEMHS	Division of Emergency Management and Homeland Security (within the Connecticut Department of Emergency Services and Public Protection)
CT DOT	Connecticut Department of Transportation
DEMHS	Division of Emergency Management and Homeland Security (within the Connecticut Department of Emergency Services and Public Protection)
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Director
EMD-CEO Handbook	Local Emergency Management Director and Municipal Official Handbook
EMS	Emergency Medical Services
EOC	Emergency Operations Center

ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IEMC	International Emergency Management Compact
IMT	Incident Management Team
LEOP	Local Emergency Operations Plan
LEPC	Local Emergency Planning Committee
MACC	Multi-Agency Coordination Center
MACS	Multi-Agency Coordination System
MOA	Memorandum Of Agreement
MRC	Medical Reserve Corps
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
PIO	Public Information Officer
REP	Radiological Emergency Preparedness
REPT	Regional Emergency Planning Team
RERP	Radiological Emergency Response Plan
RESP	Regional Emergency Support Plan
SEOC	State Emergency Operations Center
SERC	State Emergency Response Commission
SRF	State Response Framework
VOAD	Volunteer Organization Active in Disasters

Part 2 -Base Plan

The following section provides an overview of the Municipality's emergency management system. It briefly describes possible hazards faced, capabilities, requirements, and the Municipality's emergency management structure.

Purpose and Scope

The overarching purpose of this LEOP is to protect lives, prevent and/or minimize injuries, and preserve property, the environment, and resources in the Municipality by making use of all available personnel, equipment, and other resources in the event of a natural, man-made, or national security emergency or disaster.

In addition to meeting the requirements of the authorities for this LEOP and being consistent with the guidance provided in FEMA's [Comprehensive Preparedness Guide \(CPG\) 101, Version 2.0](#), this plan is intended to be a practical tool to aid in operations of the Municipality during all phases of an emergency situation.

This plan has also been developed to be read in conjunction with and supported by the [Local Emergency Management Director and Municipal Official Handbook](#) and [Quick Reference Guide to Emergency Management in Connecticut](#).

More specifically, this LEOP is intended to:

Provide for direction and control and the continuity of government in disaster situations, including:

- Outline the concept for managing and coordinating large-scale emergency operations, including hazardous materials (HazMat) response.
- Define the roles and responsibilities of local government, non-governmental organizations, the private sector, and the public for the preparation and conduct of emergency operations prior to, during, and after a disaster.
- Provide for the integration and coordination of resources and capabilities of Municipality government, non-governmental organizations, utilities, and the private sector for hazard mitigation and for survival and recovery operations when any disaster threatens or occurs.
- Provide for communications and coordination with local governments within the CT DESPP/DEMHS Region, though, for example, the Regional Emergency Planning Team or Regional Emergency Support Plan, as well as with other communities within the State, and State government through the CT DESPP/DEMHS Regional Coordinator.
- Provide flexibility to the Municipality for arranging resources, planning and preparing for, responding to and recovering from an emergency.

Outline a foundation that supports decision-making at the local emergency operations center (EOC) through documented plans and procedures to obtain, analyze, and report operational information, including:

- Establish plans and procedures for the operation of the Municipality’s EOC, using a flexible and inclusive CEO’s Unified Command structure.
- Establish plans and procedures for the departments, organizations, and individuals involved in emergency response operations, including those involving HazMat incidents.
- Provide a basis for the preparation of detailed emergency operating procedures and training by Municipal government, and support organizations assigned emergency responsibilities.
- Highlight the means for establishing, using, maintaining, augmenting, and providing backup for all of the communications systems and devices used during emergency response operations.
- Provide references to other major emergency action and response plans that are of importance to the Municipality.

Establish procedures to receive, deliver, and respond to emergency information to ensure accuracy and to control rumors, including:

- Provide for the use of mass media, and other means, including social media, to notify and educate the public, recognizing and addressing the need to communicate with **all members of the Municipality**.
- Provide a mechanism for responding in an emergency to all requests from the media, and the public, for life-saving information and instructions.
- Provide for the dissemination of official emergency information to the public through an emergency public information system, which may include: a Public Information Officer designated by the Chief Executive Officer; an emergency notification system; social media, and/or; an alert system.

Situation Overview

The following provides an overview of the Municipality. This section highlights the community’s make-up with respect to a variety of features, such as neighbors, population, points of interest, employers, infrastructure, and services available to its residents and others visiting or working in the area.

The Municipality maintains a comprehensive list of contacts for emergency operations based on the entities and facilities listed here. The detailed information related to these contacts is sensitive in nature and, thus, maintained on file at the Municipality’s EOC and with the CT DESPP/DEMHS Regional Office. This information may also be maintained on hand by appropriate emergency operations staff.

GEOGRAPHY, DEMOGRAPHICS, ORGANIZATIONAL STRUCTURE AND PROTECTION

Geography and Demographics

County	Litchfield					
Bordering State(s)	Massachusetts, New York					
Bordering Municipalities	Winsted, Harwinton, Litchfield, Goshen, New Hartford					
Bordering Waterbodies	“NA”					
Significant Waterbodies	Burr Pond, Stillwater pond, Ruben Hart Res. Crystal Lake					
	Coastal Community	NO	River Community	NO	Lake Community	NO
Nearby Tribal Nations	“NA”					
Residential Population	35,000					
Transient/Seasonal Population	100,000					
Non-English Speaking Population				Language(s) Spoken	28+	
Map	A map of the Municipality is included in the Position Aids section of this LEOP.					

Organizational Structure and Public Protection

Type of Government	Mayor, City Council
Election/Appointment Frequency	Mayor, Council. Board of Safety – Elected, Finance Board Appointed
Chief Executive Officer Title	Mayor
Election/Appointment Frequency	Mayor, 4 yr. Term other offices Biennially
Law Enforcement Provided By	Torrington Police Department 576 Main St. Torrington CT.
Fire Protection Provided By	Torrington Fire Services, 111 Water Street, Torrington, CT
Civil Preparedness (Emergency Management) Activities Managed By	Civil Preparedness (Emergency Management) activities are headed by an Emergency Management Director (Fire Chief), and 2 Deputy Emergency Management Directors (Deputy Fire Chief, Police Chief)

Volunteer Civil Preparedness Forces	The Municipality includes the volunteer CERT preparedness forces.
Emergency Operation Center Location (EOC)	The Emergency Operations Center is located at 111 Water Street 2 nd floor
Alternate EOC Location	Another alternate EOC may be set up by, or upon the direction or approval of, the Chief Executive Officer if the nature of the emergency or disaster requires it. Secondary EOC located at 576 Main St. Torrington, CT.
Location of Emergency Generators	“Emergency generators are maintained for the Municipality to facilitate emergency operations.” EOC, PD, FD, City Hall and three (3) shelters
School Safety and Security	The school district has a safety and security plan for each school.

Executive and Administrative Offices Serving the Community

Office Name
Mayor’s 140 Main St. Torrington
City Clerk 140 Main St Torrington
Corporation Counsel – 140 Main St. Torrington
Finance Department – 140 Main St. Torrington
Building Department- 140 Main St. Torrington
PW-Engineering/GIS Department- 140 Main St. Torrington
Long Term Recovery Coordinator-140 Main St. Torrington
Street Department –Arthur St. Torrington
Equipment Maintenance Arthur St. Torrington
Water pollution & Control Bogue Rd. Torrington
[Other]

State or Federal Government Offices In/Nearby the Community

Office Name	Directly In Community (Yes/No)
DEMHS Regional Office- Waterbury CT.	[NO]
DEMHS Regional Coordinator 24 hour number- 860-250-2535	
U.S. Postal Service	[YES]
[Federal Buildings]- Social Security office	[YES]
[Federal Courthouses]	[NO]
[State Buildings]	[YES]
[State Police]	[NO]
[State Courthouses]- Field Street	[YES]
[Council of Government]- Goshen	[NO]
[Other]	[YES/NO]
[Other]	[YES/NO]

[Other]	[YES/NO]
[Other]	[YES/NO]
[Other]	[YES/NO]

Emergency Management and Public Protection Facilities Serving the Municipality

Emergency Management and Public Protection Facility Name	Approximate No. of Officers/Firefighters/EOC Staff	Directly In Community (Yes/No-Regional)	Approximate Population Served	No. of Miles from the Center of Municipality
[Emergency Operations Center]	3	[YES]	35,000	0.5
Fire Headquarters	40 total	[YES]	35,000	0.5
North End Station	16 total	[YES]	35,000	1.5
Drakeville Vol. FD	8	[YES]	35,000	4.5
Torrington Vol. FD	15	[YES]	35,000	3.0
Torrington PD. Headquarters	85 total	[YES]	35,000	0.5

SOCIAL AND MEDICAL SERVICES
Service Responsibilities for the Community

Responsibility	Municipal Department/Provider
Health Services Provided By	Torrington Area Health District
Social Services Provided By	State of CT
Functional Needs Services Provided By	ESF # 6 personnel

Hospitals, Critical and Urgent Care Facilities Serving the Municipality

Provider/Facility Name	Approximate Population Served	Miles From Municipal Center	Type (Hospital, Critical Care, Urgent Care, etc.)
Charlotte Hungerford	100,000	3	Hospital
Concentra	[#]	3	Walk-in
St. Francis	[#]	3	Walk-in
Charlotte	[#]	3	Walk-in
[PROVIDER/FACILITY NAME]	[#]	[#]	[TYPE]
[PROVIDER/FACILITY NAME]	[#]	[#]	[TYPE]
[PROVIDER/FACILITY NAME]	[#]	[#]	[TYPE]
[PROVIDER/FACILITY NAME]	[#]	[#]	[TYPE]

Volunteer Resources, including Medical Reserve Corps (MRC) and Community Emergency Response Team (CERT)

Entity	Directly In Community (Yes/No-Regional)	Type
CERT	YES	Local and regional
MRC	NO	regional
SART	NO	regional

Shelters Serving the Municipality

Shelter Name	Host Name	Type (Multi-Jurisdictional, Local or Neighboring Community)	Approximate Population Served	No. of Miles from Center of Municipality
Sullivan Senior Center	Torrington	Local	50 cap	1.0
Vogel Wetmore	Torrington	Local	375 cap	0.5
Torrington Middle School	Torrington	Local and regional	400 cap	6.0
City Hall	Torrington	Local-warm/cool center	[#]	[#] 0.0
[SHELTER NAME]	[HOST NAME]	[TYPE]	[#]	[#]
[SHELTER NAME]	[HOST NAME]	[TYPE]	[#]	[#]

Nursing/Residential Rehab Center, Senior Housing, Group Homes, Functional Needs Assistance Facilities Serving the Municipality

Provider/Facility Name	Approximate Population Served	No. of Miles from Center of Municipality	Type (Nursing/Residential Rehab Center, Senior Housing, Functional Needs Assistance Housing)
Litchfield Woods	160	3	Nursing/Rehab/Residential
Valerie Manor	151	6	Nursing/Rehab/Residential
Regal	75	2	Nursing/Rehab/Residential
Torrington Health & Rehab	126	4	Nursing/Rehab/Residential
Wolcott Hall	87	2	Nursing/Rehab/Residential
Sullivan Senior Center	36,000	0.5	Senior
Willow Gardens	39	0.5	Residential
Laurel Acres	56	3.5	Residential

Senior or Community Centers Serving the Community

Provider/Facility Name	Approximate Population Served	No. of Miles from Center of Municipality	Type (Senior or Community Center)
Torrington West Apts	79	3.5	Residential
Torrington Towers	120	0.5	Residential
Koury Terrace	100	3.0	Residential
Workman Apts	38	1.0	Residential

Daycare Facilities or Nursery Schools Serving the Municipality

Provider/Facility Name	Approximate Population Served	Directly In Community (Yes/No-Regional)	Type
Northwest CT. YMCA Child Care		[YES]	Child care center
Brooker Memorial		[YES]	Child Care center
Future Foundations		[YES]	Child Care Center
Kindercare Learning Center		[YES]	Child Care Center
Torrington Child Care Center		[YES]	Child Care Center
[PROVIDER/FACILITY NAME]	[#]	[YES/NO]	[TYPE]
[PROVIDER/FACILITY NAME]	[#]	[YES/NO]	[TYPE]
[PROVIDER/FACILITY NAME]	[#]	[YES/NO]	[TYPE]

Schools, Educational Institutions and Libraries Serving the Municipality

School, Educational Institution or Library Name	Approximate Population Served	Directly In Community (Yes/No-Regional)	Type (College/University, High School, Junior High, Middle, Intermediate, Elementary, Technical, Private etc.)
Torrington High School	898	YES	High School
Torrington Middle School	1030	YES	Middle School
Torrington School	588	YES	elementary
East School	428	YES	elementary
Vogel Wetmore	464	YES	elementary
Southwest School	311	YES	elementary
Forbes School	375	YES	elementary
St. Peter's St. Francis	158	YES	Parochial
Torrington Christian Academy	96	Yes/Regional	Christian
Oliver Wolcott Technical School	650	Yes/State	Technical High School

Veterinary Clinics, Animal Husbandry Facilities, and Animal Response Teams (IE. SART)

Veterinary Clinics, Animal Husbandry Facilities, and State Animal Response Team (SART)	Approximate Population Served	Directly In Community (Yes/No-Regional)	Type
Region 5 SART	43 towns	YES	Regional Team
Torrington Animal Hospital	36,000	Yes	Veterinary
N.Torrington Veterinary Hospital	36,000	Yes	Veterinary

Area Media, Web Sources and News Organizations Serving the Community

Media Source and News Organization Name or Identifying Link	Type (Radio, Newspaper, Blog/Post, Web Page, Facebook, Twitter, , Periscope, Meercat, Code Red, Everbridge)
WAPJ 89.9 & 105.1 FM Torrington Community Radio	Radio
WZBJ 97.3 FM & cable ch.5	Radio and Cable access TV
Waterbury Republican	Newspaper
Register Citizen	Newspaper

PUBLIC WORKS, FACILITIES, AND INFRASTRUCTURE***Drinking Water and Sewage Disposal within the Community***

Drinking Water	Public water is provided by the Torrington Water Company, there are still homes throughout the City that receive their water from private wells
Sewage Treatment	The City is served by the Torrington Waste Treatment and there are also some private septic systems

Municipality -Managed Services or Public Utilities Serving the Community

Service Provided	Municipal Department	Approximate No. of Staff
[PUBLIC WORKS DEPARTMENT]	City of Torrington	60
[WATER DEPARTMENT]	Private Torrington Water Company	15
[SEWER DEPARTMENT]	City of Torrington WPCA	10
[OTHER]	[MUNICIPALITY DEPARTMENT]	[#]
[OTHER]	[MUNICIPALITY DEPARTMENT]	[#]

Private Service Contractors or other Public Utilities (Not Managed by Municipality Serving the Community)

Service Provided	MUNICIPALITY Department/Utility Name	Approximate Population Served
[TRASH PICKUP/DISPOSAL]	USA Hauling	NA
[ELECTRICITY/POWER PLANT]	Eversource	100,000
[NATURAL GAS]	Eversource	100,000
[PROPANE]	Patterson/Hocon	100,000
[PIPELINE]	Tennessee	100,000
[FUEL STORAGE FACILITY]	Patterson/Formaggnni	100,000
[TRANSFER STATION/WASTE MGMT FACILITY]	CRRC	100,000
[TELECOMMUNICATIONS]	Frontier/AT&T	100,000
[TELECOMMUNICATIONS]	Optimum	100,000

Major Transit and Para-Transit Serving the Community

Transit or Para-Transit (Senior/Functional Needs) Provider/Facility Name	Directly In Community (Yes/No)	Transit Type (General Public - Rail, Bus, Commuter, Senior/Functional Needs,)
Northwest Transit	[YES]	Bus
Kelley Transit	[YES]	General public Commuter bus
All- Star Transportation	[YES]	School bus
[PROVIDER/FACILITY NAME]	[YES/NO]	[TYPE]
[PROVIDER/FACILITY NAME]	[YES/NO]	[TYPE]

Major Road Infrastructure Serving the Community

Route Number and/or Name	Number of Miles	Type (Interstate, State Route, Local)
Route 8	7.17 miles	State
Route 4	6.26 miles	State
Route 202	5.49 miles	State
Route 272	5.08 miles	State
Route 183	6.03 miles	State
[ROUTE NUMBER AND/OR NAME]	[#]	[TYPE]

Major Air or Water Related Systems/Infrastructure Serving the Community

Airports, Ports, Marinas or Other Provider/Facility Name	Directly In Community (Yes/No)	Type (Airport, Port, Marina, etc.)
[NAME]	[YES/NO]	[TYPE]

High (Class C) or Significant (Class B) Hazard Dams in the Community

Description of Dam (include Waterbody Name)	Dam Class	Ownership (Private, State, federal, tribal nation or local, etc.)
HALL MEADOW BROOK FLOOD CONTROL DAM	C	Connecticut DEEP
Ruben Hart Reservoir Dam	C	Torrington Water Company
Crystal Lake Dam	C	Torrington Water Company
Stillwater Pond Dam	C	Connecticut DEEP
Hart Brook Pond Dam	B	Torrington Water Company
Old Brass Mill Dam	BB	Heritage Land Trust
Goodwin Pond Dam	B	Torrington Lodge Elks BPOE #372
Burr Pond Dam	C	Connecticut DEEP
Migeon Pond Dam	BB	The ARC of Litchfield CTY-(LARC)
Allen Pond Dam	BB	Torrington Water Company
Whist Pond Dam	BB	NW CT. Girl Scouts
Ouleout Lake Dam	BB	Mount Ouleout Farm LLC.
East Branch Flood Control Dam	C	Connecticut DEEP
Bantam Pond Dam	BB	Timber Lake Homeowners Assoc.
Stein Pond Dam	BB	Stein
Mazzarelli Pond Dam	BB	Mazzarelli
Hersh Pond Dam	BB	Schliech
West Branch Naugatuck River Levee	C	City of Torrington

ECONOMIC, CULTURAL, NATURAL AND RECREATIONAL RESOURCES**Major Employer or Industry Serving the Community**

Employer or Industry Name	Directly In Community (Yes/No)	Employer or Industry Type (e.g. Manufacturer, Hospital, Sub-Base, University)
Fuel Cell	YES	manufacturer
Charlotte Hungerford Hospital	YES	Hospital
Dymax	YES	manufacturer

Eversource	YES	Public Utilities
Seitz Corp.	YES	Manufacturer
Gregor technologies	YES	Manufacturer
Bicron Electronics	Yes	Manufacturer
Commercial Sewing	Yes	Manufacturer
Whitman Robotics	Yes	Manufacturer
Zeller Tire	Yes	Manufacturer
Waring Products	Yes	Manufacturer
Federal Business Products	Yes	Manufacturer
Mohawk industries	Yes	Manufacturer
Franklin Products	Yes	Manufacturer

Major Attraction, Recreational Facilities, Farms/Agricultural Facilities or Land Use within/nearby the Community

Attraction, Recreational Facility, Farms/Agricultural Facilities or Land Use Name/Description	Directly In Community (Yes/No)	Attraction or Land Use Type (e.g. Mall, Park, Beach, , Farms/Agricultural Facility, Amusement Park, Airport, Stadium, Concert Hall, Speedway, etc.)
[NAME/DESCRIPTION]	[YES/NO]	[TYPE]
[NAME/DESCRIPTION]	[YES/NO]	[TYPE]
[NAME/DESCRIPTION]	[YES/NO]	[TYPE]

SPECIAL CONSIDERATIONS

Hazardous Materials Facilities within/nearby the Community

Hazardous Materials Facility Name/Description	Directly In Community (Yes/No)	Type of Materials Handled/Stored
Hocon Gas-	YES	propane
Patterson	YES	Propane-gas –fuel oil
Air Gas	YES	cylinders
Torrington Energy	YES	Fuel oil
Superior	YES	Fuel oil- propane
Elite	YES	Oil & propane
[NAME/DESCRIPTION]	[YES/NO]	[TYPE]
[NAME/DESCRIPTION]	[YES/NO]	[TYPE]

Under Section 303 of SARA Title III, facilities that handle any of the designated extremely hazardous substances must notify the [State Emergency Response Commission \(SERC\)](#). This subject is covered in more detail in the GO! Documents of this LEOP under “[ESF-10 Hazardous Materials and Oil Response](#)”. The Municipality’s hazardous materials response plan (contingency plan) or annex to this LEOP is linked here: Municipal HAZARDOUS MATERIALS RESPONSE CONTINGENCY PLAN has to be updated, as well as any information on the Local Emergency Planning Committee (LEPC) for hazardous materials.

Nuclear/Radiological Industry

There likely exists, at any given time in the Municipality, facilities that use low-level radioactive materials and/or industrial x-ray devices in a variety of ways including research, radiography and training, industrial radiography, activation analysis, ion implantation, and radioisotope production. As such, for purposes of these facilities and other uses in nearby or distant communities, various radioactive materials may be transported into, out of, and through the State. This subject is covered in more detail in the GO! Documents of this LEOP under “[ESF-10 Hazardous Materials and Oil Response](#)”.

VULNERABILITIES

The Municipality is vulnerable to many types of emergency situations and disasters, including but not the human- caused (H) and naturally- caused (N) hazards identified in the State Hazard Identification Risk Analysis (HIRA):

- Cyber Incident (H)
- Tropical cyclone (N)
- Widespread Infectious Disease (N/H)
- Flood Related Hazards (N)
- Significant Criminal Acts (H)
- Nuclear Facility Incident (RERP) (H)
- Energy/ Fuel Shortages (N/H)
- Winter Related Hazards (N)
- Transportation Accidents (H)
- Food and Agricultural Disaster/Incident (N/H)
- Sea Level Rise (N)
- Port Incidents (H)
- Industrial Incidents (H)
- Temperature Extremes (N)
- Power Failure (N/H)
- Dam Failure (N/H)
- Hazardous Materials Incidents/Accident (in transit) (H)
- Water Contamination (N/H)
- Drought Related Hazards (N)
- Earthquake (N)
- Major fire (N/H)
- Tornado (N)
- Civil Disturbance (H)
- Thunderstorm Related Hazards (N)
- Special Events (H)
- Landslide (N)

Planning Assumptions

The following assumptions may be made with regard to disaster emergency situations; these assumptions are not listed in any priority order:

An emergency or disaster (natural, man-made or national security) can affect the Municipality at any time and response to and recovery from a widespread event could be necessary.

- The Municipal officials involved in emergency management will initiate actions that save lives and protect property and the environment while maintaining direction and control of resources within their areas based on procedures outlined in this Local Emergency Operations Plan (LEOP).
- The CHIEF EXECUTIVE OFFICER is responsible for managing large-scale emergency situations, mobilizing resources, and ordering evacuations. The CHIEF EXECUTIVE OFFICER or his/her designee, may take such action as s/he deems necessary to mitigate a major disaster or emergency. ([CGS § 28-8a](#)).
- A disaster affecting the Municipality can restrict the ability to travel, and cause the loss of power, telecommunications services such as telephone, cable, and internet, and other utilities, and commodities, and result in a major threat to government operations and the health and safety of people within the Municipality.
- A public health emergency affecting the Municipality could affect the ability of its residents to work, travel or otherwise congregate, causing staffing shortages, closing schools, etc.
- The location of the State of Connecticut, being positioned between New York and Boston, may bring inherent risk to the Municipality.
- There may exist the threat of a violent act or attack or an actual violent act or attack. Under such circumstances, all or part(s) of the State may become subject to both the direct and/or indirect effects of nuclear, chemical or biological weapons.

In large-scale disaster situations, centralized direction and control is the most effective approach to emergency management operations. Many management activities can be controlled and coordinated from the local Emergency Operations Center (EOC), thereby allowing field forces to concentrate on essential on-scene tasks utilizing the [Incident Command System \(ICS\)](#). Both the EOC and the field operations benefit from following the [National Incident Management System \(NIMS\)](#) to organize planning, response, and recovery activities. The Municipality, the Regional Emergency Planning Team (REPT) and Regional Emergency Support Plan (RESP), CT DESPP/DEMHS, other state agencies, and the State Emergency Operations Center (SEOC) will utilize the principles of the NIMS when coordinating or involved, responding to or supporting recovery from an incident.

- Government actions at the local-level are executed according to state and local statutes, ordinances, charters, and other laws and regulations, and are based on continuity of government planning to ensure stability of leadership in preparing for and responding to all hazards.

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- Incidents that can be handled by normal on-duty resources will be considered a manageable local emergency situation. The Emergency Operations Center may not be activated in local emergencies that can be handled by normal on-duty resources.
 - Every emergency begins and ends locally. Although the majority of emergencies in Connecticut are managed locally, a disaster can occur with little or no warning, and can escalate to exceed the response capability of any single local authority or responding organization.
 - The local Emergency Operations Center is the central coordinating point for maintaining situational awareness, managing resources for large or multiple incidents, obtaining, analyzing and retaining disaster information (logs, journals, history damage/impact assessments, evacuee status, radiation dose, property damage, etc.)
 - Training and exercising emergency operations in advance may help the effectiveness of response and better ensure the safety of emergency workers and the public.
 - The Municipality and all partners supporting emergency response and recovery efforts will document and seek reimbursement, as appropriate and available, for expenses incurred during disaster operations.

In many emergency situations, there will be ill or injured who must be treated and transported to the Municipality's emergency medical facilities. In addition to their normal protocol, emergency medical services (EMS) personnel, first responders and other medical personnel will need to focus on personal safety for potential issues such as contamination, toxicity, proper use of protective equipment and the need to gather special information.

Maximized performance of the resource function will depend on the availability of volunteers and may also depend on donations of goods and services as well as mutual aid assistance, particularly to supply unmet needs. Volunteers from the community will swear to a loyalty oath as per CGS § [28-8a](#) and § [28-12](#), and maintain accurate time records.

Response agencies will sustain themselves during the first 24 hours of an emergency.

Households and businesses located in the area directly affected by the emergency situation will sustain themselves during the first 72 hours of an emergency.

The State Emergency Operations Center SEOC will act as a multi-agency coordination center (MACC) when activated and will implement as needed the State Response Framework (SRF) including its annexes, appendices, and supporting plans. Requests for state or federal assistance will come from the Municipality through the Municipality's DEMHS Regional Coordinator to the SEOC.

Unique planning considerations for an off-site radiological emergency or incident relating to a fixed nuclear facility are addressed in facility specific response plans. These plans include guidance for local (Municipal) response and coordination with appropriate organizations. The organization for and response to a radiological emergency condition will be dependent upon the type of hazard causing the emergency condition, including scope and complexity of the situation as affected by other external factors, including but not limited to weather, resources available, timing, advance notice, transportation logistics, and the extent of population at risk.

Compliance with the provisions of the Occupational Safety and Health Administration (OSHA) Hazard Communication Standard requires employers to establish hazard communication programs. These actions will reduce the occurrence of chemically related incidents and occupational illnesses or injuries.

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- A release is defined by Title III as any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping or disposing into the environment. This includes the discarding of barrels or other receptacles containing or which once contained a hazardous substance.
 - There is a limited number of detection or monitoring devices in place in Municipality's SARA sites.
 - Facilities which handle chlorine have chlorine detection systems that alert to one part per million.
 - There are warning detectors built into anhydrous ammonia closed systems which activate when a release causes a drop in the system pressure.
 - The majority of releases will be detected by the human senses: visual sighting of a chemical release by checking gauges or observing a leaking area, smell of a chemical release, and by touch.

The Municipality's roads may be used by tank trucks and other vehicles hauling flammable liquids, chemicals and gasses through the Municipality on a daily basis. Although there may be roads or railways typically functioning as the main arteries of travel for the transportation of hazardous materials, many factors such as road repair, construction and congestion may divert traffic onto other secondary streets.

- [Railways traversing the Municipality may transport quantities of hazardous materials within the Municipality.]
- [Facilities and/or pipelines exist within the Municipality that handle hazardous materials.]
- The potential exists in Connecticut for incidents or accidents during the transportation and/or use of radiologic materials making it is necessary that the State and local governments be able to: detect radiation, assess the seriousness of the threat, and take appropriate protective and remedial actions through a coordinated response effort.

Any hazard-related emergency might require evacuation of some or all Municipality's residents. The extent of any evacuation will be based on the extent of a given emergency, including the scope and complexity of anticipated response and recovery.

- The public will receive and understand official information (warnings) related to the evacuation.
- The public will act in its own interest and evacuate dangerous areas when there is sufficient warning of a threat. Between 5 and 20 percent of the people at risk will evacuate before being directed to do so.
- Some people will refuse to evacuate, regardless of the threat.
- Some owners of companion animals will refuse to evacuate unless arrangements have been made to care for their animals.
- Approximately 20 percent of the population at risk will require shelter in a shelter/mass care facility. Many evacuees will seek shelter with relatives and friends or in motels rather than use government-provided shelter/mass care facilities.
- Where available, military support (as requested and approved by the Governor) will support evacuation efforts.
- For some seasonal hazards, such as hurricanes, designated evacuation routes will be used.

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- Evacuation during emergency situations that occur with little or no warning may be implemented on an ad hoc basis. The person responsible for implementing the evacuation would be the Incident Commander (IC) at the scene of the emergency, with support arranged through the local Emergency Operations Center (EOC) as necessary. Evacuation instructions will be based on known or assumed health risks associated with the hazard.

A local or large-scale disaster could result in substantial amounts of debris as a direct consequence of the event and through the demolition of damaged structures. To return the Municipality to normalcy will require an extensive effort to clear, remove, and dispose of debris in an efficient and safe manner.

- The primary debris management responsibilities for the Municipality are (1) to clear and remove debris affecting Municipal roads and Municipality-owned facilities and (2) to manage a program for the final disposal of debris generated within the Municipality.
- In order to qualify for possible FEMA reimbursement of debris removal costs, or other costs associated with an emergency response, the Municipality must meet all FEMA and state requirements, **including strict contracting and procurement rules.**
- The clearing and removal of debris affecting private property is primarily a responsibility of the property owner. As a general policy, the Municipality does not expect to clear and remove debris from private property.
- The effects of debris produced by a large-scale disaster are likely to last for a considerable time. Residents, businesses, and institutions should be aware of this reality and should develop their own plans for coping with severely limited services and mobility.
- The ultimate responsibility for managing efforts to clear, remove, and dispose of debris following a disaster lies with the CEO. Specific responsibilities for carrying out this program are assigned to the Public Works Director and to the Municipality's Solid Waste Manager, or equivalent title.
- It is assumed that the most likely worst case disaster, from the standpoint of producing debris, is a Category 3 hurricane that tracks close enough to the Municipality to produce widespread severe damage. Such an event would be on the order of the Hurricane of 1938.
- Rigid priorities for managing the clearance and removal of disaster debris are not realistic. The many variables that will affect the volume and distribution of debris within the Municipality following a disaster limit the ability to model a scenario upon which to pre-establish debris clearance priorities. However, it is possible to identify transportation routes, other infrastructure, and neighborhoods critical to the functioning of the Municipality. Based on this, general priorities can be assigned for the clearance and removal of debris. In the event of an actual disaster, these priorities may need to be adjusted by responsible Municipal officials to respond to conditions on the ground.
- The health and safety of the public and of emergency workers is a primary concern with respect to disaster debris. The debris itself may subject the general public or emergency workers to the risk of physical injury or exposure to hazardous materials. Travel in areas littered with debris is extremely hazardous. For people isolated because of debris, the lack of clean water and food, poor sanitary conditions, inability to reach medical resources, and exposure to adverse environmental situations may create serious health problems.

Some advanced warning may be received, such as in certain natural disasters. However, other emergencies, such as man-made disasters, severe thunderstorms, and tornadoes, might appear with little advance warning.

- Special locations within the community may require additional direct warning.
- Receptor facilities are those identified as being subject to additional risk in a hazardous substance emergency due to factors such as close proximity to the release, high population density, population characteristics (i.e., infirm, elderly, children, etc.) or special environmental concerns (parks, etc.) Generally included in this category are: schools, daycare centers, hospitals, convalescent homes, elderly housing, universities and colleges, churches, clubs and halls, restaurants, theaters, parks and recreation facilities, hotels and motels, and detention centers.
- It can be anticipated that high profile disaster emergencies requiring the evacuation of a large number of residents would also require activation of the Emergency Public Information system, (ESF 2 and ESF 15) as designated by the CEO.
- Some people who are directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the government.
- No public awareness campaign will be 100 percent effective.
- The public will want more information and will call Municipal authorities to get it, if possible, and may potentially tie up emergency dispatch lines.
- There are populations in the Municipality for which English is not their first language and this may delay their receipt and/or understanding of emergency messages as well as their ability to respond. Public information messages will be available in multiple languages, or will be provided to pre-identified Municipal organizations to translate and disseminate to their communities.
- There are populations in the Municipality who may have functional needs or who may be hearing/sight impaired and this may delay their receipt and/or understanding of emergency messages as well as their ability to respond. It is necessary to make emergency public information available to those with functional needs, including the hearing- and sight-impaired.
- There are various facilities with clients or patients having temporary or permanent functional needs in the Municipality for which special notification of emergency information will be needed.
- Public and private schools in the Municipality will receive emergency information from the Superintendent's office.
- There may exist seasonal or regular tourist or recreational events in the Municipality or surrounding area that would attract transient populations and require public emergency notification.
- Where available, EAS stations will be used to help disseminate warning information, as will the Municipality's Emergency Notification System, social media, etc.
- Radio and television stations that are not members of the EAS station network will be willing to issue warning announcements.

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- The local media will cooperate in placing the community's need for emergency public information ahead of the need for news coverage, at least in the initial warning and response phase of an emergency.
 - Some events, or even the anticipation of some events, may bring many reporters, photographers, and camera crews into an area; this will create a heavy demand on the emergency public information system, requiring its augmentation. The goals of some members of the media may not be identical to the goals of Community responders, emergency management and leaders.
 - Radio and television stations have emergency power and can operate in the event of power failures.
 - The facilities that house media stations or communication infrastructure are subject to power failures, and to in-transit hazardous materials accidents/incidents, which could interrupt or delay the issuance of emergency public information materials.
 - The Municipality relies on a number of different methods of communication for prompt contact with radio, television, and print media as well as for public notification and department head call down.
 - It is possible to augment emergency public information dissemination in the event of a hazard that allows sufficient lead-time, i.e., a hurricane. If the situation requires it, Municipal emergency response organizations may be called upon to help warn the public and/or to distribute public information materials (e.g., by police cruiser, fire service vehicle.) Additionally, facilities may be made available to provide emergency preparedness literature to the public.
 - Where available, National Oceanic and Atmospheric Administration (NOAA) Weather Stations will disseminate watches and warnings issued by the National Weather Service (NWS); NOAA/NWS alerts are automatically activated in a number of different ways when such watches and warnings are issued.

Emergency planning is based on pre-incident identification of at-risk populations and facilities and the determination of resource shortfalls and contingencies.

- Persons who anticipate needing special care in emergency situations will present their functional needs requirements to the Municipality Emergency Management Director or other local officials before an emergency occurs. The Municipality Emergency Management Director will make efforts to collect advance information on the specific demographics of the Municipality, and include the whole community in the planning process.
- Diverse groups such as the non-English or limited- English speaking community, hearing-impaired, sight-impaired, physically disabled, or institutionalized (e.g., in mental treatment facilities, nursing homes, jails/prisons/ detention facilities, etc.) require additional planning to ensure a workable warning system is established, and **will be involved in the planning process**. It is necessary to identify such populations in the Municipality to determine appropriate methods for emergency notification.
- The CEO's Unified Command will include individuals to represent the functional needs and other diverse communities in the Municipality.

The resources normally available within the Municipality may not be sufficient to respond to a major emergency and/or disaster. Therefore, outside assistance may be necessary.

- Achieving and maintaining effective individual and municipal preparedness is the first line of defense against disasters and can reduce the immediate stress on response organizations. This level of preparedness requires continual public awareness and education to ensure that residents and businesses take precautions to reduce their emergency vulnerability, especially during and immediately after disaster impact.
- In an emergency and/or disaster simultaneously affecting other communities and/or the State, outside assistance may not be immediately available. Therefore, local government will use available resources to maximize the survival of people, prevent and/or minimize injuries, and preserve property and resources within the Municipality.
- The Municipality will utilize available resources and access Municipality-to-Municipality mutual aid before requesting state assistance.
 - The Municipality will coordinate through its DEMHS Regional Coordinator and the CT DESPP/DEMHS Regional Emergency Planning Team (REPT), and will utilize the Regional Emergency Support Plan to seek mutual aid among Municipalities.
 - The Municipality will also use the Connecticut Intrastate Mutual Aid system, Connecticut General Statutes §[28-22a](#), to seek mutual aid from other Municipalities not necessarily within its DEMHS Region.
- The purpose of State government and its respective agencies and subdivisions during incidents and emergency situations is to assist local jurisdictions in providing for residents and visitors based on the following priorities: life safety, incident stabilization, and property conservation in that order.
- The CT DESPP/DEMHS is available to support local emergency management through the Municipality's DEMHS Regional Coordinator.
- When state resources and capabilities are exhausted, additional resources will be sought by the State through the Emergency Management Assistance Compact (EMAC), the International Emergency Management Assistance Compact (IEMAC), and/or the federal government.

Direction and Control

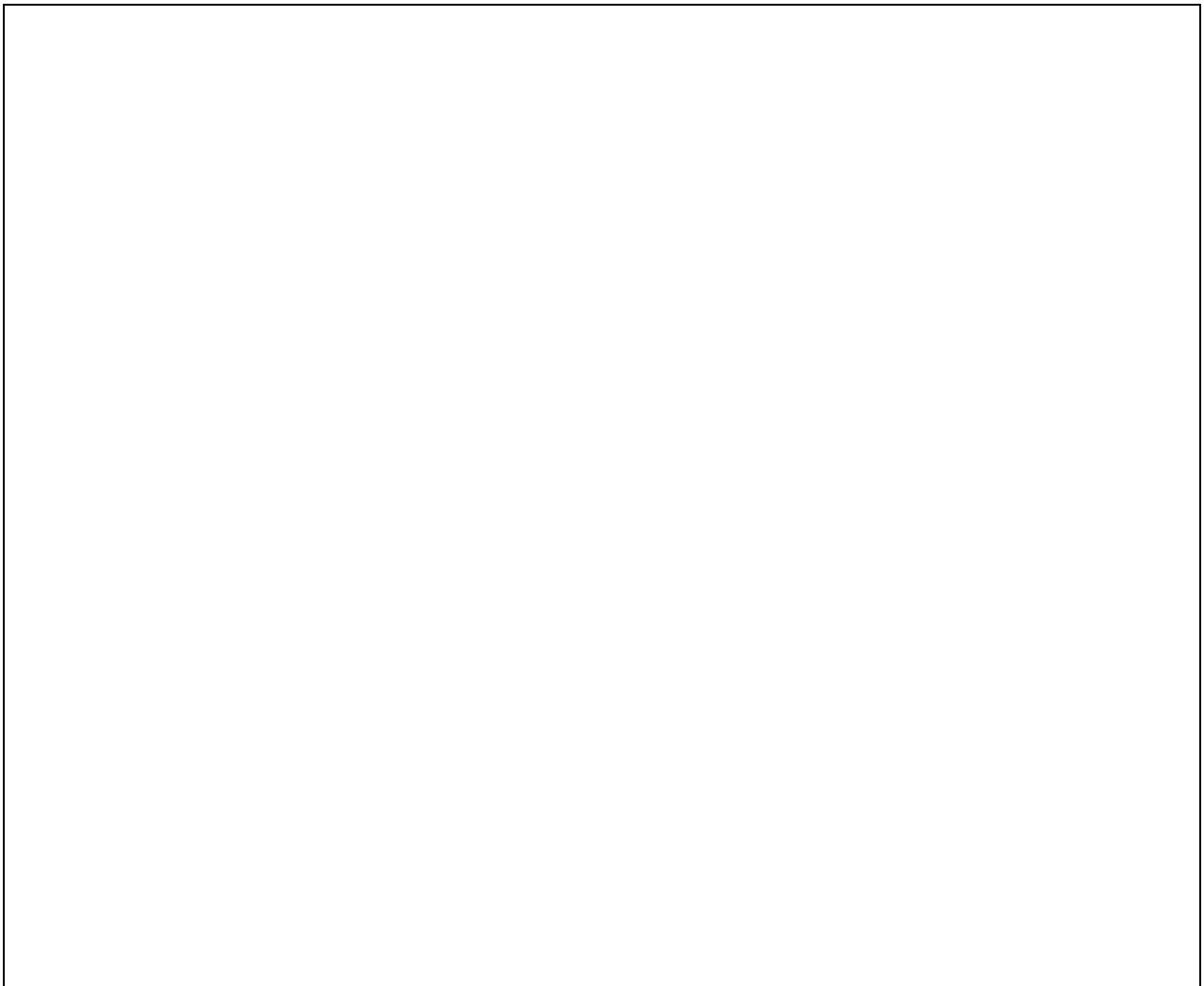
National Incident Management System (NIMS)

The National Incident Management System (NIMS) provides a consistent, nationwide system to enable federal, state, tribal, and local governments, as well as the private sector and non-governmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity. NIMS include the Incident Command System (ICS), see below.

The Incident Command System (ICS) provides a standardized, flexible organizational structure by which an emergency may be managed, whether on scene by the senior fire official, for example, or at the local Emergency Operations Center (EOC) by the CEO for a larger event.

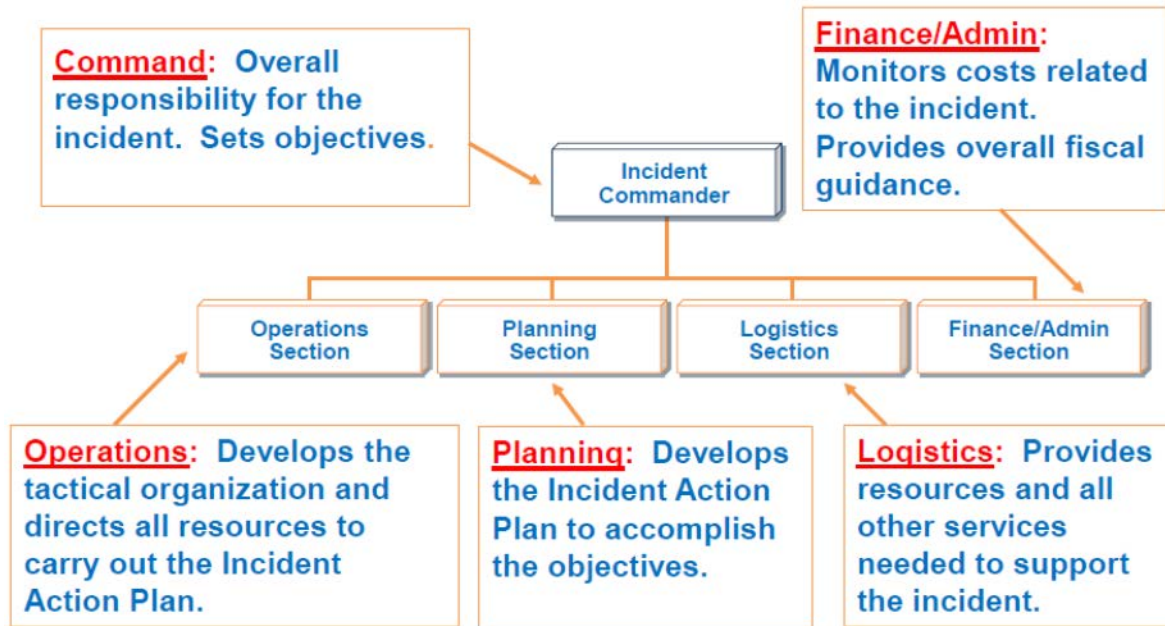
The following section is the City of Torrington NIMS structure representing CEO/EOC Unified Command.



***Incident Command System***

The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept. It allows its users to adopt an integrated organizational structure that matches the complexities and demands of the incident. It permits seamless integration of responders from all jurisdictions and can be utilized for incidents of any type, scope and complexity. The following discussion of the Incident Command System applies to on-scene command and control.

Basic Incident Command: Who Does What?



Incident Commander (IC) (on-scene)

The IC provides overall leadership for incident response, delegating authority to others as necessary. The IC takes general direction from the department administrator/official. The IC establishes incident objectives, strategies and priorities. The IC position at the scene is held by one individual who may come from a variety of different disciplines or backgrounds, depending on the incident.

Events may require the transfer of command from one incident commander to another. Transfer of command is when incident command responsibility moves to another incident commander. Transfer of command occurs when:

- A more qualified incident commander arrives
- A jurisdiction or agency is legally required to assume command
- Incident complexity changes
- The current incident commander needs a rest

Incident command operations require the establishment of an incident command post (ICP). The incident commander and his/her staff direct all operations from the ICP.

The individual established as the IC may also change during the course of an incident if the scope of the situation has also changed.

The Incident Commander will delegate authority and responsibility as required by the incident. It may be necessary to designate command and general staff positions.

Command Staff

The Safety Officer advises the IC on issues regarding safety and ensures safety of all incident personnel.

The Public Information Officer advises the IC on information dissemination and media relations. The PIO obtains information and provides information to incident personnel, the community and the media.

The Liaison Officer assists the IC by serving as a point of contact for representatives from other response organizations and provides briefings to and answers questions from supporting agencies.

General Staff

The Operations Section Chief directs and coordinates all incident tactical operations. The Operations Section typically is one of the first organizations to be assigned to the incident. It expands from the bottom up and has the most incident resources.

The Planning Section Chief collects, evaluates and displays incident intelligence and information. The Planning Section prepares and documents the Incident Action Plan (IAP). The Planning Section will also track resources assigned to the incident, maintain incident documentation and develop plans for demobilization.

The Logistics Section Chief is responsible for support and service incident operations. The activities associated with these responsibilities are;

- Ordering, obtaining, maintaining and accounting for essential personnel, equipment and supplies
- Providing communication planning and resources
- Setting up food services for responders
- Setting up and maintaining incident facilities
- Providing support transportation
- Providing medical services for injured personnel

The Finance/Administration Section Chief is responsible for contract negotiations and monitoring, timekeeping, cost analysis, compensation for injury or damage to property and documentation for reimbursement.

MULTI-AGENCY COORDINATION SYSTEM (MAC)

A Multi-agency coordination system or MAC is a system that provides a structure for large scale disasters affecting single or multiple jurisdictions. A MAC provides:

- Coordination for incident prioritization
- Critical resource allocation
- Communications systems integration
- Information coordination

EMERGENCY OPERATIONS CENTER (EOC)

The EOC mobilizes people and equipment to handle incidents that are outside the ability of any single Municipal agency or department to resolve. The purpose of the EOC is to ensure that response capabilities are maintained and authoritative information is disseminated to the general public. Capturing important incident-related information at an EOC will provide senior officials with data to set strategic directions; establish priorities; allocate resources; and, under appropriate emergency circumstances, declare a disaster. These actions allow field incident commanders to focus on the incident objectives while the EOC manages support issues including public information, situational awareness, and mutual aid coordination. The EOC also helps to keep day-to-day Municipal functions running while other Municipal officials respond to the emergency.

An EOC is a central location that supports incident command. EOC activities include:

- Making executive/policy decisions
- Coordinating interagency relations
- Dispatching and tracking resources
- Collecting, analyzing and disseminating information

COORDINATION BETWEEN SCENE AND EOC

When an incident occurs, emergency response and/or recovery activities will be underway at the scene of the incident. Others assigned to support incident activities will report to an emergency operations center (EOC). The emergency operations center is a physical or virtual location from which coordination and support of incident management activities is directed.

From Multiple Scenes to the EOC

As emergencies escalate into larger-scale incidents, multiple scenes involving more than one IC may become involved.

As this happens, it is important for support operations to be coordinated through the EOC.

Each IC will be informed of the expanding scope of operations that will be coordinated through the EOC and the possibility of developing competition for resources.

Due to the need to prioritize the allocation of limited resources, the EOC will need to coordinate incident support activities.

Inter-jurisdictional Relationships/Mutual Aid

Initial emergency response by the Municipality will, to the maximum extent possible, be handled by the Municipality.

If Municipal resources are overwhelmed, and additional assistance is needed, it will be obtained through existing mutual aid agreements, the Regional Emergency Support Plan, or through the Intrastate Mutual Assistance Compact, [CGS 28-22a](#). If mutual aid assistance is needed beyond everyday mutual aid, it will be requested by the EMERGENCY MANAGEMENT DIRECTOR through the DESPP/DEMHS Regional Coordinator, who will coordinate obtaining additional resources, including state resources.

If additional assistance beyond state capabilities is needed, DESPP/DEMHS may make requests to appropriate Federal agencies, including a request for a Presidential Disaster Declaration to allow supplemental Federal financial and/or technical assistance to be provided.

ORGANIZATIONAL STRUCTURE OF EMERGENCY MANAGEMENT AND THE EOC

The EOC is the location at which the CEO and his/her Unified Command/Policy Group/EOC Command and supporting groups will conduct coordinated planning and response. Opening the EOC helps to establish a common operating picture; facilitates operations; improves continuity; continues to run the day-to-day Municipal functions; helps to maintain consistent public messaging; provides access to all available information, and; promotes resource identification and assignment.

EOCs exist in many forms, and there is no single organizational structure that is correct for all jurisdictions. The EOC will be organized with the intent of facilitating a smooth operation with data collection, documentation, and executive decision making to maintain public confidence under ever-changing conditions while acting on routine, priority, and protected information. The EOC will be able to provide an overall view of the current situation in the Municipality.

The Municipality is responsible for the management of emergency activities within its jurisdictional boundaries. Response priorities will focus on getting the right resources to the right place at the right time. Once the EOC is activated, requests for resources and/or mutual aid will flow through the EOC from the IC or the dispatch center. Any requests that are initiated by the IC or the dispatch center will be reported to the EOC for situational awareness and resource tracking. The Municipal Emergency Management Director will designate a single point of contact for receipt of resource requests at the EOC.

Below is a typical structure for a local EOC in Connecticut, taking into consideration actual EOC operations in both small and large Connecticut Municipalities. This structure is a flexible blend of the four typical EOC organizational methods based on NIMS concepts

The Municipality will identify which organization structure works best for them. The Municipality should indicate in the LEOP which organizational structure it is using. See fillable section above.

EOC Structure Guidance:

DHS/FEMA has provided descriptions of four “typical” EOC structures: Management, ICS Command, ESF Structure, Multi Agency Coordination (MAC) Group Structure. The link to the federal discussion of these concepts is provided here:

<https://emilms.fema.gov/IS775/EOCsummary.htm>

The CEO/EMD Handbook also provides guidance on EOC operations and can be found at the following link:

http://www.ct.gov/demhs/lib/demhs/ceo_emd/demhs_emd_c_eo_handbook_2014.pdf.

CT Example of EOC Structure: EOC Emergency Management Activities within ICS Structure

This structure is flexible and takes into account the fact that, in many if not most CT Municipalities, one individual may be responsible for multiple tasks. This structure organizes EOC tasks in groups to make it easier to keep track of who has been assigned which responsibilities.

CEO Unified Command/Policy Group/EOC Command—comprised of “high-level” elected officials or executive officers and department heads or their designees to whom decision- making authority has been granted, who focus on the overall objectives and priorities of the community, including managing the consequences of the incident. Decisions made by this group set the direction for implementation by the other EOC groups. The MUNICIPAL CEO is the leader of this group.

The CEO’s Unified Command/Policy Group partners will contribute to determining the overall Municipal goals during the incident, coordinating planning for response activities, and making maximum use of available resources. The CEO’s Unified Command allows Municipal leaders to jointly provide managerial direction through a common set of objectives and strategies. This group will develop emergency policies and, in specific emergency situations, will discuss the economic, political, legal, and social implications of both the threat and the response to determine the best general approach to the situation. All major policy decisions are made by this group.

The CEO’s Unified Command will usually convene at the EOC. For most emergencies, members of this group include, at a minimum, these individuals or their designees with authority:

- Chief Executive Officer
- Emergency Management Director
- Fire
- Police
- Emergency Medical Services
- Public Health
- Superintendent of Schools
- Public Works Director
- Finance Director
- Social Services
- Town/City Attorney
- Other Officials/Private Sector representatives deemed to be necessary

If the event is large in scope, representatives from human resources, private sector, hospitals, community organizations representing diverse groups, other non-governmental organizations, and the Municipality long term recovery coordinator will be included. The CEO’s Unified Command will be used to manage both large and small incidents, as well as for planned (non-emergency) events.

The CEO’s Unified Command will direct the development of an Incident Action Plan for EOC operations, which allows the CEO and Municipal agencies to determine priority actions that must be taken within a particular operational period, as well as who is responsible for each action, and communications flow to be used.

The Municipal Emergency Management Director or his/her designee(s) will be in charge of the following groups:

Emergency Management Planning Group is responsible for gathering and analyzing information and informing decision makers of changing conditions in the incident and/or in the use of resources. A technical specialist may be used to provide special insight and expertise. This group may prepare the EOC IAP.

Emergency Management Operations Group is responsible for coordinating with and supporting on-scene responders. This group includes representatives from any agency with responsibility for any portion of the response or recovery. Units within this group are dictated by the specific incident for a tactical assignment, including law enforcement, fire, public works, emergency medical services, and numerous other agencies.

This group may also be responsible for the following general duties:

Determine overall EOC operational objectives and priorities, particularly when there are multiple incidents

Assign tasks to EOC operational sections

Allocate personnel, equipment, material and other necessary resources

Monitor both the immediate emergency and other potential problem situations.

Emergency Management Logistics/Resource Group— comprised of representatives from agencies or organizations that provide or could be asked to supply resources to the scene. These organizations may include transportation agencies, utility companies, business and industry representatives, and mutual-aid partners. Coordinating the network of primary and backup communications equipment will assist in any large-scale incident, but it is especially meaningful during an evacuation or reentry with special transportation and housing needs.

This group may also be responsible for the following general duties:

Secure needed resources and relief forces, and

Provide logistical support to field units.

Emergency Management Finance/Administration Group handles compensation claims; purchasing/procurement; cost concerns, including tracking equipment use and costs; timesheets for personnel; reimbursement; and disaster financial assistance based on legal records such as contracts, accounting records, and property management photos.

The Emergency Management Groups identified at the Municipal EOC may include representatives from a variety of support functions. In many cases, the same individual may perform more than one of these functions; if so, their duties will be explicitly spelled out. These are some of the emergency support functions that are likely to be represented at the EOC, and can be scaled up or down as necessary:

EOC Management/Operations (ESF 5)

Fire (ESF 4)

Law Enforcement (ESF 13)

Public Works (ESF 3)
 Communications (ESF 2)
 Health and Medical (ESF 8)
 Mass Care/Shelter (ESF 6)
 Animal Care and Control (ESF 11)
 Logistics and Resource Support (ESF 7)
 Warning (ESF 2, ESF 5)
 Evacuation (ESF 1, ESF 9)
 Public Information (ESF 15)
 Long Term Recovery Coordinator (ESF 14)
 Other ESF Positions, as needed

EOC Support Staff Notification

To notify emergency personnel, before or during an emergency situation, a telephone call-down list will be maintained and updated as changes occur. Additional systems for notification may be put in place, including but not limited to: Everbridge, WARN

EMERGENCY SUPPORT FUNCTIONS (ESFS)

Emergency management personnel at the federal, state and local levels use the Emergency Support Function (ESF) concept to identify subject matter disciplines in order to coordinate emergency planning and response activities, as well as to organize mutual aid. ESFs provide a standardized structure that relates to the National Response Framework (NRF), the State Response Framework (SRF), and the Regional Emergency Support Plan (RESP). Depending upon the scope and complexity of an emergency, the Municipality may rely upon this structure during any or all phases to bring together staff and volunteers from critical disciplines in an organized and widely accepted manner.

The following table identifies the ESFs used in the Municipality and also in the RESP prepared by this DEMHS Region’s REPT members. Also indicated in the table are corresponding Municipality departments or external partners typically relied upon to assist with each ESF.

LEOP [Parts 3 \(Annexes and ESF Crosswalk\)](#) and [4 \(Operational Position Aids\)](#) contain materials intended to aid personnel in ESF positions who are assisting the Municipality EOC and Incident Command with emergency operations.

Internal Departments (Municipality)/External Organizations Typically Supporting ESF Roles

Emergency Support Function:	General Responsibilities	Internal Departments (Community)/External Organizations Typically Supporting ESF Role
ESF-1 Transportation	<ul style="list-style-type: none"> ○ Identify transportation resources (school buses, local/regional transit districts) ○ Identify major evacuation routes, as well as routes to designated emergency shelters ○ Provide evacuation support as needed (including functional needs in coordination with ESF-19 and ESF-6) ○ Coordinate restoration/ recovery of local transportation infrastructure ○ Coordination with ESF-3 and provide recommendations to ESF-5 on movement restrictions including road closures, detours etc. ○ Monitor and report damage of State transportation infrastructure ○ Conduct damage and impact assessment on Municipal transportation infrastructure ○ Coordinate with aviation and rail partners (if applicable) ○ Prioritize emergency repair and restoration of transportation infrastructure with ESF-3 	<p>All-Star transportation</p> <p>Northwest Transit</p> <p>Kelley Transit</p>
ESF-2 Communications	<ul style="list-style-type: none"> ○ Establish and maintain interoperable communications procedures within the Municipality and with external partners (including ARES, etc.) ○ Identify redundant communications systems available for use ○ Maintain a Standard Operating Procedure (SOP) on the local emergency notification system (if applicable) ○ Provide oversight of communication systems within the incident management and response structures 	<p>Litchfield County Dispatch</p> <p>ARES-HAM</p> <p>Region 5 MCV</p>

	<ul style="list-style-type: none"> ○ Coordinate with telecommunications and information technology providers on the ○ restoration and repair of telecommunications infrastructure 	
ESF-3 Public Works and Engineering	<ul style="list-style-type: none"> ○ Prioritize emergency repair and restoration of transportation infrastructure with ESF-1 ○ Provide for Engineering services and construction management as needed to maintain Municipal facilities and infrastructure ○ Coordinate emergency contracting support for life-saving and life-sustaining services ○ Prioritize and coordinate disaster debris management with ESF-1(if applicable) ○ Prioritize road clearing based on emergency routes ○ Coordination with ESF-12 on implementation of the Make Safe Protocol ○ Maintain Municipal Fuel Supply, equipment and resources 	PW Director Supt. Streets Asst. Super Streets Engineering
ESF-4 Fire [Firefighting]	<ul style="list-style-type: none"> ○ Coordination of fire service activities ○ Fire response and operations ○ Maintain inventory of local and mutual aid resources 	Fire Chief DC.
ESF-5 Emergency Management	<ul style="list-style-type: none"> ○ Oversee emergency management programs, including maintaining and overseeing the EOC ○ Consider all five mission areas of emergency management: protection, prevention, mitigation, response and recovery ○ Maintain the LEOP and other emergency plans, procedures, and agreements ○ Conduct preparedness, planning, training and exercise activities ○ Coordinate overall management of a potential or actual incident ○ Monitor WebEOC and enter local situation reports (when applicable) ○ Support on-scene needs 	EMD DEMD

	<ul style="list-style-type: none"> ○ Coordinate and request activation of volunteer civil preparedness forces (CERT Teams) ○ Coordinate disaster damage assessment data collection ○ Coordinate with ESF 7 on requests for resources via mutual aid (agreements, Regional Emergency Support Plan) or from State through DESPP/DEMHS Regional Coordinator ○ Manage disaster grant programs ○ (if applicable) 	
ESF-6 Mass Care [Emergency Assistance, Housing and Human Services]	<ul style="list-style-type: none"> ○ Identify Emergency Shelters and coordinate with American Red Cross and neighboring Municipalities on Multi-Jurisdictional Shelters (if applicable) ○ Coordinate with partners to provide emergency mass care, including shelter, feeding/watering, reunification services, and functional needs assistance (See ESF-19 below) ○ Provide for human services in support of mass care activities 	DEMD
ESF-7 Logistics [Management] and Resource Support	<ul style="list-style-type: none"> ○ Manage commodities, including procurement and distribution ○ Coordinate with ESF 5 to request resources and/or commodities through mutual aid, the Regional Emergency Response Plan or from State through DESPP/DEMHS Regional Coordinator 	EMD/Fire Finance Department
ESF-8 Public Health and Medical Services	<ul style="list-style-type: none"> ○ Coordinate with partners on Mass Casualty and Mass Fatality management, including Medical/EMS resources and activities, e.g., patient triage, treatment, and transport / evacuation ○ Coordinate public health resources and activities, including health surveillance, vector control, and the safety and security of drugs, biologics and medical devices ○ Coordinate with local/regional public health districts and the State Department of Health on activities related to mass prophylaxis / vaccination, and points of distribution. 	CHH- EMD TAHD- Campion Amb.

	<ul style="list-style-type: none"> ○ Coordinate with local/regional health districts and the State Department of Health for public messaging as needed (common message). ○ Provide for mental health services as needed. 	
ESF-9 Search and Rescue	<ul style="list-style-type: none"> ○ Train members on search and rescue operations ○ Conduct structural assessments ○ Provide Life-saving assistance ○ Provide evacuation support ○ Request appropriate resources in coordination with ESF-5 and ESF-7 	CT-TFI- Urban Search and Rescue Task force TFD
ESF-10 [Oil and] Hazardous Materials Response	<ul style="list-style-type: none"> ○ Coordinate with appropriate partners for Oil and hazardous materials (chemical, biological, radiological, etc.) response (Regional Hazmat Teams, DEEP) ○ Coordinate with appropriate agencies on Environmental short and long-term cleanup 	TFD/ Region 5 Haz- Mat
ESF-11 [Animal Protection,] Agriculture and Natural Resources	<ul style="list-style-type: none"> ○ Coordinate with ESF-8 Public Health on planning and response to animal, plant, and pest diseases. ○ Provide for natural and cultural resources and historic properties protection in planning ○ Coordinate with appropriate agencies on Food safety and security (if applicable) ○ In coordination with ESF 6, Plan for sheltering of household pets 	TPD Animal Control & Region 5 CTSART.
ESF-12 Energy and Utilities	<ul style="list-style-type: none"> ○ Coordinate with appropriate agencies on Energy and utilities infrastructure assessment and utilities restoration ○ Coordinate with utility providers and ESF 3 on the Make Safe Protocol 	Eversource Liaison Torrington Public Works
ESF-13 Public Safety and Security/[Law Enforcement and Homeland Security]	<ul style="list-style-type: none"> ○ Provide for facility and resource security as needed ○ Provide security planning and technical resource assistance ○ Provide public safety and security support ○ Support access, traffic, and crowd control 	Police Chief Deputy Police Chief

ESF-14 Disaster Recovery [Long-Term Community Recovery and Mitigation]	<ul style="list-style-type: none"> ○ Identify network of recovery services ○ Determine and prioritize recovery activities ○ Organize and coordinate with local volunteer organizations and private business to assist in community recovery ○ Coordinate with the Regional Long Term Recovery Coordinator 	Region 5 Coordinator-Torrington Economic Development Coordinator Public Works/Engineering/GIS/Building
ESF-15 Emergency Public Information and External Affairs [Media]	<ul style="list-style-type: none"> ○ Provide emergency public information and protective action guidance ○ Coordinate Media and community relations 	Assistant to Mayor/Mayoral Staff
[ESF-16 Volunteer Management/ Citizen Corps/MRC/VOAD]	<ul style="list-style-type: none"> ○ Coordinate CERT Teams in conjunction with ESF-5 ○ Identify emergency resources available through the CTVOAD 	DEMD
[ESF-17 [Private Sector Work Group]	<ul style="list-style-type: none"> ○ Coordinate with Private Sector Partners 	Economic Development & Mayor's Staff & Chamber Commerce
[ESF-19 Functional Needs Management]	<ul style="list-style-type: none"> ○ Coordinate and promote functional needs personal preparedness and security ○ Work within the medical, social and mental health groups to provide assistance ○ Assure adequate durable medical supplies and services are available 	DEMD/Sheltering

For additional information and job aids regarding the ESF's in the chart above, see [Part 3-LEOP Annexes and ESF Crosswalk](#) for a Crosswalk to ESF- Related Materials.

External Support Partners

External Support Partners are those organizations or groups that can be called upon for assistance principally when added staffing or specialized services are needed during a disaster emergency. Support may come from a variety of sources, including but not limited to: private individuals, businesses, non-profit organizations, religious groups, or public utilities. The assistance of these entities will be coordinated by or at the direction of the EMD, working with the non-governmental organizations like those listed below.

The CEO may request assistance and support from non-governmental organizations (NGOs), including but not limited to the following. A Municipality's request for assistance will be made to the DEMHS Regional Coordinator, who will work with the Municipality to find the appropriate resource, some example of resources are as follows:

— American Red Cross

-
- Salvation Army
 - Amateur Radio Emergency Services (ARES)
 - United Way 2-1-1
 - Visiting Nurses Association
 - Civil Air Patrol
 - Other Volunteer Organizations Active in Disasters (VOADs) as appropriate

The CEO may request the activation of volunteer civil preparedness forces such as a Community Emergency Response Team (CERT), Regional Animal Response Team (because they can be activated Statewide, may be known as SART), Medical Reserve Corps, state Urban Search and Rescue Team, Incident Management Team, etc. At the CEO's direction, the EMERGENCY MANAGEMENT DIRECTOR will contact the DEMHS Regional Coordinator to activate a team.

Also, as necessary, the CEO may request support of private contractors, public utilities and local emergency medical services (EMS). CGS [§28-8a](#).

Debris Management Concept of Operations

All three levels of government, local, state, and federal, may become involved in various aspects of managing and conducting efforts to remove and dispose of debris resulting from a disaster affecting the Municipality.

The Municipality has primary responsibility for the clearing, removal, and disposal of debris on local roads and on Municipality properties and for the disposal of debris removed from private property. To perform this task effectively, the Municipality may need to seek assistance from the state government.

State aid could include direct support from state forces, including the Connecticut National Guard. The CEO is the local official responsible for requesting state assistance related to disaster debris management. As discussed previously, the Municipality's LEOP includes guidance on seeking aid from other jurisdictions.

It is assumed that state forces or contractors will be responsible for managing debris removal and disposal on all state highways within the Municipality.

It is assumed that Amtrak or any other rail owner/operator/manager with property in this Municipality will be responsible for removing and disposing of debris along its right-of-way through the Municipality.

Federal support is likely to be limited to the reimbursement of disaster debris management costs and emergency protective measures. Public Law 93-288, The Robert T. Stafford Emergency Relief and Disaster Assistance Act, as amended, provides the statutory authority for most federal disaster assistance.

Long-Term Community Recovery and Mitigation/Disaster Recovery

Long-Term Community Recovery provides a mechanism for coordination among state, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. The Municipality has identified or will identify a long term recovery coordinator in advance of disasters, in order to prepare a

framework for recovery. To the extent practical within available resources, the Municipal long term recovery coordinator be an economic development or other similar official and not the Municipal Emergency Management Director.

ESF-14 may be activated for incidents that require a coordinated local response to address significant long-term impacts (e.g., impacts on housing, government operations, agriculture, businesses, employment, Municipality infrastructure, the environment, human health, and social services) to foster sustainable recovery. [ESF-14](#) support will vary depending on the magnitude and type of incident.

Mitigation, Preparation, Emergency Response, and Recovery Phases

Mitigation is the process of taking actions designed to reduce or minimize the effects of natural or man-made hazards.

Preparedness is the process of planning, training and exercise designed to enhance Municipality readiness. The Preparedness or Increased Readiness Phase in an incident is that period of time from receipt of the initial notification of a potential emergency to the onset of the emergency.

The Emergency Response Phase is that period of time during which the emergency is occurring.

The Recovery Phase is that period following the emergency when actions will be taken to restore the Municipality, to the greatest extent possible, to normal conditions. There is short term recovery, occurring immediately after the event, and long term recovery, which may extend for months and even years after the event.

A concept of operations relating to each of these phases is provided in the General Position Aids in Part 4. These include GO! Documents describing measures and actions to take during these often overlapping phases of emergency management, as well as checklists for getting a broad overview of tasks and responsibilities.

TRAINING AND EXERCISE

The head of each Municipality's department having responsibilities involving emergency management or operations, including debris management, will ensure that all personnel within the department receive adequate training to enable them to perform their emergency duties in an efficient and safe manner. Appropriate training will also be provided to the volunteer civil preparedness forces that may assist with these duties.

Each department that is responsible for emergency management or operations, including debris management, will ensure that its standard operating guidelines contain specific protocols and guidance under which the department will function safely and effectively.

At a minimum, affected Municipal departments will review annually any standard operating guidelines related to emergency management or operations, including debris management, to ensure that they are up-to-date with current best practices and reflect the Municipality's available response resources. To

the extent practicable, the annual review shall be conducted prior to the beginning of the hurricane season or July 1st.

As deemed appropriate by department heads, Municipality personnel assigned emergency operations responsibilities will conduct and participate in training exercises to identify strengths to be maintained and weaknesses to be addressed. Such exercises will be conducted at least annually but may be scheduled more frequently if warranted.

Administration, finance, Logistics & Emergency Powers

CONTINUITY OF GOVERNMENT

In order to ensure continuity in operations of local government during a period of emergency resulting from a disaster (natural, man-made or national security), the following line of succession shall prevail:

First Responsible Party	<i>Mayor</i>
Second Responsible Party	City Council person (per rotating schedule set by Mayor)
Third Responsible Party	City Council person (per rotating schedule set by Mayor)
Citation of Governing Ordinance/Charter/ Other Legal Reference Outlining Line of Succession	City Charter Title III C3-4

A Citywide Continuation of Operations Plan is maintained by the Mayor's Office for pandemic and other emergencies that impact city services.

During any period during which the Chief Executive Officer (CEO) is unable to fulfill the duties outlined in this plan because of absence or disability, the person who assumes the position will have all of the powers and responsibilities (as outlined in this plan) of the CEO of the Municipality, in accordance with state and local law. The Municipality's Attorney will be consulted regarding any designation of CEO responsibilities due to inability to serve. The successor's powers and responsibilities shall terminate upon the return of the CEO. The Municipality Attorney will review local ordinances, charters and state law to confirm this line of succession.

CONNECTICUT GENERAL STATUTES TITLE 28

The Municipal Emergency Management Director and the Chief Executive Officer will have available to them a current copy of the Connecticut General Statutes (CGS), as amended, and refer to it as

necessary. CGS [§28-7](#) outlines the organization and some of the powers regarding local emergency management and [§28-8a](#) describes the Municipal chief executive officer's powers in an emergency.

Definition of Local Civil Preparedness Emergency

CGS [§28-1\(8\)](#) defines "local civil preparedness emergency" or "disaster emergency" as "an emergency declared by the chief executive officer of any town or city in the event of serious disaster affecting such town or city."

Mitigation of Major Disaster/Emergency and Securing/Preserving Documents and Evidence

Under CGS [§28-8a\(a\)](#), "The chief executive officer of the Municipality in which a major disaster or emergency occurs, or his designee, may take such action as he deems necessary to mitigate the major disaster or emergency and to secure and preserve any documents and evidence pertinent to and necessary for a future investigation."

Use of Civil Preparedness Forces, Including Auxiliary Police and Firefighters

Under CGS [§28-7\(f\)](#), in the event of a serious disaster or of a sudden emergency, when such action is deemed necessary for the protection of the health and safety of the people, and upon request of the local chief executive authority, the Governor or the Commissioner of DESPP/DEMHS may authorize the temporary use of such civil preparedness forces, including civil preparedness auxiliary police and firefighters, as the Governor or Commissioner deems necessary.

CGS Section 28-1(5) states the following:

(5) "Civil Preparedness Forces" means any organized personnel engaged in carrying out civil preparedness functions in accordance with the provisions of this chapter or any regulation or order adopted pursuant to this chapter. All the police and fire forces of the state or any political subdivision of the state, or any part of any political subdivision, including all the auxiliaries of these forces and emergency medical services personnel.... shall be construed to be a part of the civil preparedness forces.Any member of the civil preparedness forces who is called upon either by civil preparedness personnel or state or Municipal police personnel to assist in any emergency shall be deemed to be engaging in civil preparedness duty while assisting in such emergency or while engaging in training under the auspices of the Department of Emergency Services and Public Protection, the Divisions of State Police and Emergency Management and Homeland Security within the Department of Emergency Services and Public Protection, or a Municipal police department, for the purpose of eligibility for death, disability and injury benefits as provided in Section 28-14." An example of a volunteer civil preparedness force is a local Community Emergency Response Team (CERT). Under CGS [§28-22a](#), "in the event of a serious disaster affecting any political subdivision of the state, the chief executive officer of that political subdivision may declare a local civil preparedness emergency." Once a local emergency has been declared, the affected jurisdiction is authorized to request aid and assistance from any other Municipality within the state under the intrastate mutual aid system described in the Act. A Municipal CEO may declare an emergency in anticipation of an event, in order to expedite and support the planning and preparation process.

When declaring a local emergency, the Municipal Chief Executive Officer will immediately advise the CT DESPP/DEMHS Regional Coordinator, who will then notify the State EOC if activated. The Municipal

charter or ordinances may contain additional information on the powers of the CEO or other Municipal official in an emergency.

When an emergency is declared, alerting Municipal residents of the significance of the emergency should be paramount. A declaration of emergency helps to inform them of the significance of the event.

Loyalty Oaths for Volunteers

Volunteers from the community, including civil preparedness force members, will swear to a loyalty oath as per CGS [§28-12](#), and maintain accurate time records.

Fire Chief or Officer-in-Charge Authority as Incident Commander on Scene

Pursuant to CGS [§ 7-313e](#), the Fire Chief of the Municipality, or any fire department member serving in the capacity of senior-fire-officer-in-charge, exercises the authority of Incident Commander to direct and control emergency activities at the scene.

Also, pursuant to the Superfund Amendments and Reauthorization Act (SARA) of 1986 and its Emergency Planning and Community Right-to-Know Act (EPCRA) provisions, the Municipal fire chief has the authority to direct actions at the scene of a hazardous materials response incident. OSHA requires that the Incident Command System be used for hazardous materials events. Moreover OSHA regulations and NFPA standards require that hazardous materials emergency responders be trained and equipped to perform in the hazmat environment. Also, pursuant to [Title 22a, Chapter 446e](#), of the Connecticut general Statutes, the State Emergency Response Commission (SERC) has designated the Municipality's Local Emergency Planning Committee (LEPC) to plan and prepare for the community's response to hazardous materials incidents. The LEPC's planning may be part of the [ESF 10](#) materials of this LEOP.

OTHER LOCAL POWERS AND REGULATIONS OF IMPORTANCE TO EMERGENCY FUNCTIONS

Reference	Description	Type (e.g. Charter, Ordinance, Standard Operating Procedure, etc.)
Continuity of Government	See City Charter	Charter City of Torrington
Torringtonct.org	City website	Charter etc.

Mutual Aid and Other Available Resources

In the event that the Municipality's resources prove to be inadequate during emergency operations, requests will be made to obtain assistance from other local jurisdictions, higher levels of government, and other agencies. Mutual aid assistance may be requested in accordance with existing or emergency mutual aid agreements and understandings. All agreements and understandings should be entered into by duly authorized officials and should be formalized in writing.

The Municipality may also use the Intrastate Mutual Aid Compact, CGS § [28-22a](#). Under this law, one Municipality may request mutual aid from another Municipality **without the need for a pre-existing written agreement**. The Municipality may also use the Regional Emergency Support Plan (RESP) for mutual aid from other Municipalities within its DEMHS Region. When asking for regional resources, the Municipality will use regional protocols including notifying the DEMHS Regional Coordinator.

There will be a binder with all the MOU's kept in the EOC, and updated on an annual basis

Reference	Description	Type (e.g. Contract, Memorandum of Understanding, Memorandum of Agreement, Letter of Commitment, etc.)

EMD-CEO HANDBOOK

This plan should be read in conjunction with the [Local Emergency Management Director and Municipal Official Handbook \(EMD-CEO Handbook\)](#) and [Quick Reference Guide to Emergency Management in Connecticut](#). The EMD-CEO Handbook is a guide for emergency management professionals and local Municipal officials to use as a reference and to help in understanding the system of emergency management in Connecticut, including established policies and procedures.

INTRASTATE MUTUAL AID COMPACT, CONNECTICUT GENERAL STATUTES

SECTION 28-22A

CGS [§28-22a](#), creates a system of intrastate mutual aid among Connecticut Municipalities in the prevention of, response to, and recovery from, any disaster that results in a declaration of a local civil preparedness emergency by the Chief Executive Officer of a participating Municipality. The system also provides for mutual cooperation among the participating subdivisions in conducting disaster-related exercises, testing or training activities.

REGIONAL EMERGENCY SUPPORT PLAN (RESP)

The Regional Emergency Support Plan (RESP) describes regional emergency management activities during a wide-spread (regional) catastrophic incident, or an incident with potential regional impact. While the Municipality has a role in this plan, the activities described in it are not intended to guide day-to-day operations, nor is it intended to describe the operation of the Municipality during local disasters. However, the RESP serves an important function when the Municipality requests regional emergency operations or response, including regional resources and/or response. In such scenarios, regional activities will be closely coordinated with all local jurisdictions involved, as well as with state or federal emergency management operations.

CT DESPP/DEMHS ADVISORY BULLETINS

The following [CT DESPP/DEMHS Advisory Bulletins](#) may be pertinent to the Municipality emergency operations and response. These are available on the CT DESPP/DEMHS website. Topics covered include, but are not limited to, the following:

- Administering the oath for civil preparedness under CGS [§28-12](#) ([Advisory Bulletin 2007-4](#))
- Activation of Community Emergency Response Team (CERT) ([Advisory Bulletin 2009-1](#) as amended)
- Activation of Medical Reserve Corps (MRC) ([Advisory Bulletin 2010-5](#), as amended)

STATE RESPONSE FRAMEWORK (SRF)

This LEOP has been developed in coordination with the [Connecticut State Response Framework \(SRF\)](#). The SRF describes the interaction of state government with local, federal and tribal governments, nongovernmental response organizations and other private sector partners, the media, and the public in implementing emergency response and recovery functions in times of crisis. In general, the SRF describes how the State of Connecticut and its partners will work together to support local governments and their residents in responding to disasters and emergencies.

Record Keeping, Finances, Procurement and Hiring.

Each Municipal department, agency, office, etc. is required to keep accurate records and logs of all actions taken during disaster emergencies of any kind. This can be particularly helpful in mutual aid situations in order to seek reimbursements.

All funds expended and materials or supplies obtained by purchase or otherwise will be accounted for by receipts and written records in detail.

The City of Torrington will maintain documentation with adequate detail to record actions, costs and justify expenditures.

Each agency/department head will maintain and submit such reports or ledgers to the EOC relating to their agency's expenditures and obligations during the emergency conditions, as prescribed by the CHIEF EXECUTIVE OFFICER and/or Finance Director.

Refer to the Job Action Sheet; Record keeping/General Position Aid for greater detail on this subject.

[AS APPROPRIATE, UPDATE THIS TABLE TO REFLECT Municipal PROCEDURES FOR THE VARIOUS SUBJECTS.]

Reports and Records	The person who is designated to perform Resource Management (ESF 7) functions will identify the kinds of records that must be kept, determine for how long, in what form (e.g., hard copy or database) the records must be kept; what reports should be made, from whom to whom, in what format; and how records vital to operations will be protected. Where possible, the Municipality should take advantage of the search and sorting capacities of a computer database in maintaining its resource inventory.
Finance	The person performing the (ESF-7) Resource Manager/Finance Director functions and the Municipality Finance Director will address the Municipality's financial policies, e.g., regarding use of funds already appropriated and how contingency funds will be made available.

Procurement	Emergency procurement policies will be defined by the person performing the Resource Manager functions and the Finance Director in compliance with existing Municipality policies.
Hiring and Other Personnel Issues	The Personnel Director will note in writing the process for waivers of normal procedures in matters of hiring, assigning work that is not in an employee's job description or at an employee's normal duty station, and the like. This information will be maintained under separate cover and updated accordingly. Volunteers from the community will swear to a loyalty oath as per Connecticut General Statute § 28-12 , and maintain accurate time records.

Plan Maintenance

Reviews and/or updates will be performed as follows:

Reviewed and updated by appropriate organizations and partners at least annually or as otherwise required by statute.

EMERGENCY MANAGEMENT DIRECTOR will provide LEOP section(s) to be reviewed to appropriate officials /organizations. The reviewing official/organization will submit two (2) copies of any revised LEOP section to the EMERGENCY MANAGEMENT DIRECTOR within thirty (30) working days of a request for review/update.

All changes to an LEOP section will be provided by the EMERGENCY MANAGEMENT DIRECTOR to all departments, agencies, offices and individuals who have received copies of it previously and any recipient newly identified as requiring it.

Authorities and references

Authority for this plan is contained in [Title 28, Chapter 517 of the Connecticut General Statutes](#), as amended; and such Executive Orders, Local Ordinances, Charter Provisions or Special Acts as may be applicable.

This LEOP must comply with [Title 28, Chapter 517](#) of the Connecticut General Statutes, as amended, any other state laws, and such Executive Orders, Local Ordinances, Charter Provisions or Special Acts as may be applicable.

Specifically, this LEOP is a requirement of Connecticut General Statutes [Title 28, Section 28-7\(a\)](#). [Under Section 28-7\(a\)](#), a local EOP that meets these requirements must be in place in order for a community to be eligible for any state or federal emergency management or homeland security benefits.

This LEOP cannot be approved by the Connecticut Department of Emergency Services and Public Protection/Division of Emergency Management and Homeland Security (DESPP/DEMHS) unless it proposes strategies to address all of the activities and measures of civil preparedness identified in [Connecticut General Statutes § 28-1\(a\)](#).

All local government departments, agencies and offices and all local emergency management (Civil Preparedness) forces shall carry out the duties and functions assigned in this LEOP.

This LEOP has been developed in coordination with the [State Response Framework \(SRF\)](#), the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, and the [National Response Framework \(NRF\)](#).

This plan has been developed in coordination with and to be supported by the [Local Emergency Management Director and Municipal Official Handbook \(EMD-CEO Handbook\)](#) and the [Quick Reference Guide to Emergency Management in Connecticut](#).

This LEOP has been developed following the guidance provided in [Comprehensive Preparedness Guide for Developing and Maintaining Emergency Operations Plans \(CPG\) 101, Version 2.0](#), published by the Federal Emergency Management Agency (FEMA).

Part 3 LEOP Annexes and ESF Crosswalk

This LEOP contains several annexes which are included by reference and maintained under separate cover. NOTE: These include the Municipality’s school safety and security plans; mass care; dam emergency action plans (EAPs) and; the Make Safe Protocol.

To the extent practical, annex materials from the previous LEOP have been consolidated and organized by ESF and now appear in the Part 4 ESF Position Aids as either Job Action Sheets or GO! Documents. For ease of use and quick mobilization, a crosswalk is contained in this section by ESF to related materials in the LEOP.

NOTE: A Municipality may choose to continue to use annexes organized by ESFs, or to use the ESF Position Aids to replace or supplement most annexes.

Annexes may be included by reference and maintained separately, or they may be physically incorporated into the LEOP. If an Annex is kept separately, it is suggested that a link to the Annex be added to the LEOP. As you add any materials, remember to update the [crosswalk](#). This is a good place to reference and provide a link to any large standard operating procedures that the Municipality may have (if the SOP is short, you may wish to include it within the appropriate ESF Position Aid instead).

Crosswalks to ESF-Related Materials

The following table provides a crosswalk of materials in this EOP by Emergency Support Function. This tool provides Municipal officials, including the EMD and EOC staff, with a reference sheet, allowing for materials relevant to an Emergency Support Function or related position to be quickly identified. In any emergency, one or more ESF functions may be involved. In many cases, depending on the size of the event, one individual may perform two or more functions for the Municipality.

This LEOP is also supported by resources that can be found at the [LEOP Resources Web Page](#).

There are certain General Position Aids that will apply in almost any emergency if that function is activated, such as the following:

[UPDATE THE FOLLOWING ESF CROSSWALK TABLES BASED ON MUNICIPALITY-SPECIFIC EMERGENCY OPERATIONS.]

GENERAL POSITION AIDS

[General Position Aids](#)

ESF-1 TRANSPORTATION

[ESF 1 Position Aids](#)

Other Documents:

Reference –traffic incident management plan in appendix

ESF-2 COMMUNICATIONS

[ESF 2 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-3 PUBLIC WORKS AND ENGINEERING

[ESF 3 Position Aids](#)

Other Documents:

Reference Disaster Debris management in Appendix

ESF-4 FIRE [FIREFIGHTING]

[ESF-4 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-5 EMERGENCY MANAGEMENT

[ESF-5 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ADD LINK(S) TO SCHOOL SAFETY AND SECURITY PLANS HERE

(For more information on School Safety and Security Plans, see Annex description at the following link:

[School Safety and Security Plan Annex](#))

NOTE: Many of the general Job Action Sheets functions may be assigned to ESF- 5, depending on the incident.

ESF-6 MASS CARE, [EMERGENCY ASSISTANCE, HOUSING AND HUMAN SERVICES]

[ESF-6 Position Aids](#)

Other Documents:

REFERENCE ESF # 6 MASS CARE ANNEX IN APPENDIX

[ESF-6 Mass Care Annex](#)

ESF-7 LOGISTICS [MANAGEMENT] AND RESOURCE SUPPORT

[ESF-7 Position Aids](#)

Other Documents:

Reference -City of Torrington Commodities distribution plan in Appendix

Reference –State of CT. Commodities distribution SOP in Appendix

ESF-8 PUBLIC HEALTH AND MEDICAL SERVICES

[ESF-8 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-9 SEARCH AND RESCUE

[ESF-9 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-10 [OIL AND] HAZARDOUS MATERIALS RESPONSE

[ESF-10 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-11 [ANIMAL PROTECTION,] AGRICULTURE AND NATURAL RESOURCES

[ESF-11 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

[Dam Safety and Emergency Action Plans Annex](#)

ESF-12 ENERGY AND UTILITIES

[ESF-12 Position Aids](#)

Other Documents:

Reference – ESF # 12 All Hazards Energy and Utilities Annex in Appendix

[ESF-12- Local Annex](#)

ESF-13 PUBLIC SAFETY AND SECURITY / [LAW ENFORCEMENT/HOMELAND SECURITY]

[ESF 13 Position Aids](#)

Other Documents:

REFERENCE -TRAFFIC INCIDENT MANAGEMENT PLAN IN APPENDIX

ESF-14 DISASTER RECOVERY [LONG-TERM COMMUNITY RECOVERY AND MITIGATION]

[ESF 14 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

ESF-15 EMERGENCY PUBLIC INFORMATION AND EXTERNAL AFFAIRS [MEDIA]

[ESF 15 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

[ESF-16 VOLUNTEER MANAGEMENT CITIZEN CORPS/MRC/VOAD-REGION 1]

[ESF-17 PRIVATE SECTOR—REGION 1]

Merged with ESF 17

[ESF 16/17 Position Aids](#)

Other Documents:

[CERT Activation Forms](#)

[Statewide Citizen Corps Program Handbook](#)

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

[ESF-19 FUNCTIONAL NEEDS MANAGEMENT]

[ESF 19 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

[ESF-20 MARINE AND PORT SECURITY] [FAITH BASED ORGANIZATIONS—REGION 3]

[ESF 20 Position Aids](#)

Other Documents:

ADD LINK TO ANY RELATED ANNEX OR SOP HERE

School Safety and Security Plans Annex

The Municipality's School Safety and Security Plans have been drafted by the School District to meet standards established under Public Act No. 13-3 Section 86, now codified in [Connecticut General Statutes § 10-222m and § 10-222n](#), providing an all-hazards approach to emergencies at public schools.

The School Safety and Security Plans are incorporated into this Emergency Operations Plan (LEOP) by reference. [See ESF-5 crosswalk](#), above.

*The following School Security and Safety Plans(s) have been developed for Municipality schools: **They will be kept in the EOC for internal use only***

School Safety Plan Title	Schools Covered	Grades Covered	Public or Private	District-Wide (Yes/No)	Date Latest Update
All Hazards School Security and Safety Plan	All Torrington Board of Education Controlled Schools	k-12	PUBLIC	YES	2016
St. Francis & St. Peter's Parochial School	combined	k-8	PRIVATE	YES	2016/2017
Torrington Christian Academy	TCA	Pre-k-12	PRIVATE	YES	2016/2017
Oliver Wolcott Tech	OWTS	9-12	PUBLIC	YES	N/A

The School Safety and Security Plans will be kept by the Superintendent of Schools. Copies will also be provided electronically to appropriate Municipality officials, including local fire, EMS, police, and Emergency Management officials.

Dam Safety and Emergency Action Plans (EAPs) Annex

Section 5 of Public Act 13-197 entitled "An Act Concerning the Dam Safety Program and Mosquito Control" contains a requirement for High (Class C) or Significant (Class B) hazard dam owners to develop and implement emergency action plans (EAP) and update the plan every two years.

Regulations were adopted and made effective as of February 3, 2016. The official copy from the Secretary of State's website can be found by navigating to <https://eregulations.ct.gov/eRegsPortal/>. The language pertaining to EAPs is found in section [22a-411a-1](#) & [22a-411a-2](#) of the Regulations of Connecticut State Agencies. Additional supplemental guidelines may be developed.

In accordance with the regulations for [Public Act 13-197](#) and any relevant supplemental guidelines, the **Municipality** will complete an EAP for all High (Class C) or Significant (Class B) hazard dams in its ownership. Such EAPs, incorporated herein by reference, will be maintained up to date per the

requirement of the public act and will be kept on file in the EOC. The Municipality will provide a digital copy of each EAP developed by it to the CT DESPP/DEMHS Regional Office.

Additionally, the Municipality will contact the dam owners for any other High (Class C) or Significant (Class B) hazard dam in the Municipality to encourage the completion of an EAP for each. The Municipality will request to be provided a copy of each EAP for use and reference in its EOC. The Municipality will also request a digital copy of each EAP to be forwarded to the CT DESPP/DEMHS Regional Office.

DEEP: Dam Safety Program

The Connecticut Department of Energy and Environmental Protection (DEEP) has compiled resources and a list of dams located across Connecticut.

This information is available at the following link:

http://www.ct.gov/deep/cwp/view.asp?a=2720&q=325634&deepNav_GID=1625

All Municipality dam safety emergency action plans are incorporated herein to this LEOP by reference upon signature of the Chief Executive Officer and the Emergency Management Director.

Part 4- Operational Position Aids

Part 4 is composed of **General Position Aids** and **Emergency Support Function (ESF) Position Aids** for various emergency management, response, and recovery positions, as well as emergency support functions. A template is also provided to allow for revisions or expansion of positions as needed. The Position Aids include Job Action Sheets and Go! Documents.

THESE JOB ACTION SHEETS AND GO! DOCUMENTS WERE DEVELOPED AT THE REQUEST OF LOCAL EMERGENCY MANAGERS TO PROVIDE OPERATIONAL GUIDANCE. CONSIDER ATTACHING OTHER QUICK REFERENCE ITEMS THAT WILL BE USEFUL IN AN EMERGENCY. IF APPLICABLE ATTACH ANY SHORT STANDARD OPERATING PROCEDURES (SOPs) THAT THE Municipality USES. LARGER SOPs AND/OR ANNEXES CAN BE LINKED HERE AND/OR ALSO AS PART OF THE CROSSWALK IN PART 3.

[PART 3 ANNEXES AND ESF CROSSWALK](#) will assist the readers of this plan in determining what resources assist them.

Staffing and Expanding Incidents:

One individual may assume the duties outlined on several **Job Action Sheets**. The listed duties may be performed by the individual or his/her designee and/or may become shared or further delegated in a large-scale incident. All individuals assisting with emergency response and recovery should be familiar with the general functions listed under the **Job Action Sheet** for “All MUNICIPAL AGENCIES OR ORGANIZATIONS.”

The **Job Action Sheets** are one set of resources among many available and may not include every related support function and/or duties of a position. Each Job Action Sheet provides a list of typical responsibilities for the particular Emergency Support Function or position; the ESF/position may assume additional duties depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to that position/function to be added either as part

of the LEOP or at the time of activations/exercises/drills. The Job Action Sheet is intended to be used during drills/exercises and emergency situations to assist individuals assuming a position by providing a short list of typical responsibilities. A Job Action Sheet may be provided to staff and volunteers assisting in the EOC who are performing this or a related function.

The **GO! Documents** include quick references, checklists, contact lists, organizational/flow charts, and maps to assist emergency management and response personnel in an emergency.

[ADJUST THE DESCRIPTION ABOVE AS APPROPRIATE TO MATCH THE MATERIALS IN THIS PART.]

General Position Aids

The following Job Action Sheets and GO! Documents make up this section:

<i>Job Action Sheet: All Municipal Agencies or Organizations</i>	64
<i>Job Action Sheet: Chief Executive Officer (CEO)</i>	68
<i>Job Action Sheet: Superintendent of Schools</i>	70
<i>GO! Documents: Important Reference Materials</i>	72
<i>GO! Documents: Organizational Charts and Maps</i>	74
<i>GO! Documents: Contact Lists</i>	75
<i>GO! Documents: Situational Reporting and Mutual Aid Requests</i>	84
<i>GO! Documents: Emergency Phase Checklists</i>	86
<i>GO! Documents: Important Local Powers and Memoranda of Agreement (MOAs)</i>	94
<i>GO! Documents: Declaration and Activation Templates</i>	95
<i>GO! Documents: Forms</i>	99
<i>GO! Documents: Public Assistance-Cost Record Keeping</i>	101

The **Job Action Sheets** and **Go! Documents** in this section provide a list of general responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: All Municipal Agencies or Organizations

The following general considerations are applicable to any Municipal agency or organization with one or more responsibility in an emergency or potential emergency, including those with emergency support functions and positions identified in the LEOP. Additional functions may be identified by the Municipality or may be required depending on scope and complexity of an incident.

Topic	General Activity
Continuity of Operations	Provide for continuity of operations: <ul style="list-style-type: none"> ○ Ensure to the extent possible that alternate operating locations to continue Municipal functions during emergency conditions have been identified and are operational in the event that primary locations are not available. ○ Ensure to the extent possible that lines of succession for key positions are established to ensure continuous leadership and authority for emergency actions and decisions in emergency conditions across multiple operational periods. ○ Protect records, facilities, and equipment deemed essential for sustaining Municipal functions and conducting emergency operations.
Mutual Aid Coordination	<ul style="list-style-type: none"> ○ When Municipal resources are overwhelmed during an emergency, make resource requests through established channels, including through the DEMHS Regional Coordinator for state or other resources. ○ Negotiate, coordinate and execute written mutual aid agreements. ○ Utilize the Regional Emergency Support Plan (RESP) and/or Intrastate Mutual Aid Compact when assistance from other Municipalities is needed.
Notification to Municipal Leadership/ Other Notifications/Warnings	When a local incident becomes serious or has the potential of expanding and/or creating problems that might place property and/or lives in danger: <ul style="list-style-type: none"> ○ The person in charge of the Municipal agency or organization that is involved will immediately notify and inform the Chief Executive Officer (CEO), Emergency Management Director (EMD), Public Safety Department Heads, and/or Fire Chief, Police Chief of the situation; ○ The CEO will determine the actions necessary; and ○ Appropriate notifications/warnings will be made to other officials and to the public.
General Municipal Agency Operations	Each Municipal agency or organization shall support and facilitate Municipal response activities as appropriate (e.g., dispatch and manage personnel and resources, maintain a significant events log, provide situation reports to the EOC, coordinate with personnel at the emergency scene or EOC, etc.): <ul style="list-style-type: none"> ○ As requested or directed, send a representative to the EOC. If appropriate, a Municipal agency or organization responding to an emergency shall create and follow an Incident Action Plan and provide to EOC, as well as update.

	<p>Establish a procedure to identify, and submit to the EOC, damage to agency resources and facilities. As appropriate, a Municipal agency or organization may also identify and report damage to, or status of, critical facilities, such as:</p> <ul style="list-style-type: none"> ○ Emergency service facilities and equipment (fire stations, police stations, schools, public works, etc.). ○ Communications networks (telephones, emergency service radio systems, repeater sites and base stations, television and radio stations, etc.). ○ Water supply system/facilities, to include waste water treatment. ○ Utilities (power plants, substations, power lines, etc.). ○ Transportation networks (roads and bridges). ○ Homes, businesses, public facilities, etc. ○ If appropriate, establish a protocol for collaborating with state/federal responders. ○ Where appropriate, ensure that staff member(s) working at the EOC during emergencies have authority to commit resources and set policies, or have the contact information for the individual with this authority. ○ Provide support to the Incident Command/Unified Command, as required. ○ Work with the EOC Communications Coordinator to ensure equipment and procedures are compatible. ○ Maintain current internal personnel notification rosters and SOPs to perform assigned tasks. ○ Be prepared to provide its own logistical support (food, water, sheltering) during the initial phase (the first 72 hours) of response operations. Additional support should be obtained through the EOC, or the Incident Commander, as appropriate. ○ Demobilized and terminate operations, as appropriate.
Unmet Needs	<ul style="list-style-type: none"> ○ Report any unmet needs identified by the agency to the Municipal EOC or Resource Manager as the emergency progresses. ○ Report any unmet needs to the DEMHS Regional Office/Coordinator for further assistance.
Mobilization – Personnel and Resources	<ul style="list-style-type: none"> ○ Identify potential sources of additional equipment and supplies ○ Analyze needs and determine specific resource requirements. ○ Ensure the functioning of communications and other essential equipment. This includes actions to: <ul style="list-style-type: none"> ○ Test, maintain, and repair equipment. ○ Stockpile supplies.
Protective Measures	<ul style="list-style-type: none"> ○ Protect emergency response staff. This includes actions to: ○ Obtain necessary personal protective equipment (PPE) such as respiratory devices and clothing, detection and decontamination equipment, and appropriate medications for personnel assigned to respond.

	<ul style="list-style-type: none"> ○ Ensure assigned personnel are trained on the use of protective gear, detection and decontamination devices, and medications. ○ Provide security at facilities. ○ Rotate staff and schedule time off to prevent burnout. ○ Make stress counseling available.
Communications and Equipment	<ul style="list-style-type: none"> ○ Analyze needs and determine specific communications resource requirements. ○ Identify potential sources of additional equipment and supplies. ○ Test, maintain, and repair communications and warning equipment. ○ Stockpile supplies and repair equipment. ○ Follow established procedures for communicating with agency personnel performing field operations. Keep the EOC informed of operations at all times. ○ If requested and able, provide backup communications capabilities for the EOC. ○ Activate alternate or backup communications systems, as necessary. ○ Maintain emergency communications systems as long as necessary. ○ When practical, protect equipment against lightning strikes and electromagnetic pulse (EMP) effects. ○ Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
Public Information	<ul style="list-style-type: none"> ○ Coordinate with the Public Information Officer (PIO) and clear press releases with CEO before releasing. ○ Provide information and staffing as requested by the PIO. ○ Refer media inquiries to the PIO. ○ Upon receipt of a warning message or signal, initiate internal agency notification actions per established procedures to: <ul style="list-style-type: none"> ○ Suspend or curtail normal business activities; ○ Recall essential off-duty employees; ○ Send non-critical employees home; ○ Evacuate the agency's facilities. ○ If appropriate, augment the EOC's efforts to warn the public through the use of vehicles equipped with public address systems, sirens, employees going door-to-door, etc. ○ Maintain current internal personnel notification rosters and SOPs to perform assigned tasks.
LEOP/RESP/SRF and Other Plans	<ul style="list-style-type: none"> ○ Be familiar with and follow all relevant procedures outlined in the LEOP and any other Municipal plan or SOP. ○ Follow all relevant procedures outlined in Regional Emergency Support Plan, State Response Framework, including nuclear/radiological emergency plans, as appropriate.
Financial Viability and Long-term Recovery	<ul style="list-style-type: none"> ○ Maintain documentation with adequate detail to record actions, costs and justify expenditures. ○ Agency head will submit such financial reports to the EOC relating to agency expenditures and obligations during the emergency conditions, as prescribed by the Chief Executive Officer and/or Finance Director.

Training	<ul style="list-style-type: none">○ Agency head will ensure that all agency personnel receive adequate training to enable them to perform emergency functions in an efficient and safe manner.
Debris Management	<ul style="list-style-type: none">○ Agencies with responsibilities for dealing with the clearance, removal, storage, processing, and/or final disposal of disaster debris:<ul style="list-style-type: none">○ Will ensure that its standard operating guidelines contain specific protocols and guidance under which the agency will function safely and effectively in dealing with disaster debris.○ Will review and update annually any standard operating guidelines related to debris management to ensure that they are up-to-date with current best practices and reflect the Municipality's available response resources. To the extent practicable, the annual review shall be conducted prior to the beginning of the hurricane season.

Job Action Sheet: Chief Executive Officer (CEO)

Primary Assignment

The Chief Executive Officer (CEO) is responsible for managing large-scale emergency situations, mobilizing resources and directing evacuations. The CEO exercises executive authority and direct control over all Municipal agencies. In doing so, the CEO carries out emergency management activities to protect life and property prior to and during any emergency or disaster. The CEO also assumes responsibility for the overall response and recovery operations. The CEO may take such action as he or she deems necessary to mitigate a major disaster or emergency.

The CEO will convene his/her Unified Command/Policy Group/EOC Command to assist in decision-making, including whether to declare an emergency. The Unified Command may include the Fire Chief, Police Chief, Health Director, Public Works Director, Emergency Management Director, School Superintendent, Social Services, Finance Director, Municipal Attorney, and/or other appropriate department heads or officials. The CEO will initiate damage surveys, damage estimates, and damage survey inspections as advised by the Emergency Management Director.

Title of Individual Assigned	Mayor or Designee
Employing Agency/Department	City of Torrington
<p>The CEO may perform some or all of these tasks, as appropriate:</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, communicate with the Municipal Emergency Management Director, make decision whether to activate EOC and, if so, go to the EOC. ○ Identify and establish contact with Incident Commander(s) (ICs) in the field, if applicable. ○ Coordinate with an IC who is directing tactical planning and operations at each emergency scene. ○ Direct implementation of protective actions for public safety. ○ Declare a state of emergency. ○ Review checklists in CEO/EMD Handbook, particularly Appendices H, I, J, and N to determine what other actions might be needed. ○ Identify by title/position the individuals responsible for all phases of an emergency, including individuals assigned to work in the EOC. Use the Incident Command System (ICS) to make sure that all necessary functions are covered. ○ In accordance with ICS, direct the drafting of an Incident Action Plan to cover a particular response period. ○ Direct Municipal agencies to ensure response personnel report to the appropriate locations (EOC, emergency scene, work station, staging area, etc.) in accordance with agency Standard Operating Procedures. ○ Set policy for the Municipal emergency response agency(ies). ○ Ensure that all planning and other emergency management related activities include representatives of the diverse communities within the Municipality, including those with functional needs and language barriers. ○ Serve as the primary spokesperson to the media, or delegate this function to a Public Information Officer (PIO) or other appropriate official. ○ Direct release of emergency instructions and information, or delegate this function to the PIO, after consultation with and notice to IC(s). 	

- Designate the location for media briefings (e.g., EOC conference room, etc.).
- Specify who has authority to order activation of warning systems, including the Emergency Alert System, EAS, or any Municipal emergency notification system. That agency/individual must be able to initiate warning systems around-the-clock.
- Designate public service agencies, personnel, equipment, and facilities that can augment the Municipality's warning capabilities.
- Through the Municipal Emergency Management Director, request assistance from other Municipalities and/or from the State of Connecticut (through the DEMHS Regional Coordinator.)
- Through the Municipal Emergency Management Director, request activation of volunteer civil preparedness forces such as Community Emergency Response Team (CERT), Medical Reserve Corps (MRC).
- Initiate damage surveys, damage estimates, and damage survey inspections as advised by the Emergency Management Director, and/or a preliminary damage assessment (PDA) in collaboration with CT DESPP/DEMHS.
- Authorize the strategy for recovery, both short term and long term if necessary.
- Consider the designation of a pre-determined alternate EOC location.
- If necessary, direct EOC staff to relocate to an alternate EOC to continue operations.
- Direct termination of response operations, close EOC, and release personnel.

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: Superintendent of Schools

Primary Assignment

In addition to the regular daily duties of the position, the Superintendent of Schools may oversee activation and implementation of the school district's safety and security plan(s). When notified of an emergency situation, the School Superintendent may serve as part of the CEO's Unified Command, if appropriate.

Title of Individual Assigned	Superintendent or Designee
Employing Agency/Department	Torrington BOE
<p>The Superintendent of Schools may perform, or direct to be performed, some or all of these tasks, as appropriate:</p> <ul style="list-style-type: none"> ○ Establish objectives and priorities for the school emergency management program and provide general policy guidance on the conduct of that Program. ○ Ensure that each school has a School Security & Safety Committee. ○ Establish a District Emergency Management Coordinator or a system of emergency management coordination for schools. ○ Develop, maintain, and regularly exercise and train on the school district's school safety and security plan(s). ○ Disseminate emergency information to school populations as appropriate. ○ When notified of an emergency situation, collaborate, cooperate, and coordinate with Municipal leadership including participating on the CEO's Unified Command or report to the EOC, if appropriate, or designate a representative with decision-making authority. ○ Coordinate with Municipal leadership on use of school facilities as shelters (if applicable); ○ Coordinate with Municipal leadership on feasibility for scheduling opening/closing of schools based on emergency conditions, road hazards, power loss, weather conditions, etc. ○ Conduct damage assessment of school facilities, and ○ Coordinate with the: <ul style="list-style-type: none"> ○ EMD and/or Evacuation Coordinator (ESF 1) to arrange to use school buses to transport school children and other evacuees, including those with functional needs. ○ EMD and/or Mass Care/Shelter Coordinator (ESF 6) to arrange to use schools and/or their food stocks for Mass Care/Shelter and to provide shelter and mass care to school children if necessary, including re-unification of families. ○ Law Enforcement (ESF 13) regarding potential student reunification and traffic pattern assistance. ○ To the extent possible, these arrangements will have been made in advance of any emergency or disaster. 	

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

<input type="checkbox"/>			
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GO! Documents: Important Reference Materials

General Topic	Formal Name	Website
Torrington	City of Torrington	Torringtonct.org
2-1-1	United Way of Connecticut 2-1-1	http://uwc.211ct.org/
ARC	American Red Cross	http://www.redcross.org/local/connecticut
Citizen Corps/CERT/MRC	Connecticut Citizen Corps/ Municipality Emergency Response Team/Medical Reserve Corps	http://www.ct.gov/demhs/cwp/view.asp?a=2610&q=318056&demhsNav=1
Civil Preparedness: CGS Title 28 Chapter 517	Title 28, Chapter 517 of the Connecticut General Statutes Civil Preparedness, Emergency Management and Homeland Security	https://www.cga.ct.gov/current/public/chap_517.htm
CPG-101	Comprehensive Preparedness Guide (CPG) 101, Version 2.0	https://www.fema.gov/media-library/assets/documents/25975
CT Agencies, Programs and Services	Connecticut's Official State Website	http://portal.ct.gov/
CT eRegulations	Connecticut eRegulations Portal	https://eregulations.ct.gov/eRegsPortal/
CT SERC	State Emergency Response Commission	http://www.ct.gov/serc/site/default.asp
DEMHS	Connecticut Department of Emergency Services and Public Protection/Division of Emergency Management and Homeland Security (CT DESPP/DEMHS)	http://www.ct.gov/demhs/site/default.asp
DEMHS Regional/Coordinators Offices	CT DESPP/DEMHS Regional Coordinators/Offices	http://www.ct.gov/demhs/cwp/view.asp?a=1903&q=295316
DEMHS Training Calendar	CT DESPP/DEMHS Training Calendar	http://www.ct.gov/demhs/ical/calendar.asp
EMD-CEO Handbook and Quick Reference Guide	Local Emergency Management Director and Municipal Official Handbook Quick Reference Guide to Emergency Management in Connecticut	http://www.ct.gov/demhs/cwp/view.asp?a=4490&q=553258&demhsNav=142956
Emergency Planning Right to Know	Reporting Requirements Emergency Planning and Community Right-to-Know Comprehensive Environmental Response, Compensation and Liability Act	http://www.ct.gov/serc/cwp/view.asp?a=2590&Q=315310&sercNav=1
FEMA Region I	Federal Emergency Management Agency (FEMA)Region I: CT, ME, MA, NH, RI, VT	http://www.fema.gov/region-i-ct-me-ma-nh-ri-vt

ICS Forms	Texas IMT: Incident Management Solutions Training and Services Federal Emergency Management Agency (FEMA)	http://texasimt.com/Forms/ICSforms.htm https://www.fema.gov/media-library/assets/documents/33584 ; https://training.fema.gov/emiweb/is/icsresource/index.htm
LEPC	Local Emergency Planning Committees	http://www.ct.gov/serc/cwp/view.asp?a=2591&Q=315312
Make Safe	Make Safe Protocol for Clearing Blocked Roads for Clearing Blocked Roads as contained in the following document: Connecticut Emergency Support Function 12 All Hazards Energy and Utilities Annex	Link Here
NRF	National Response Framework	http://www.fema.gov/national-response-framework
REP	Radiological Emergency Preparedness	http://www.ct.gov/demhs/cwp/view.asp?a=1929&q=441512
Salvation Army	Salvation Army Southern New England	http://ctri.salvationarmy.org/SNE/CTLocations
School Safety and Security: CGS Title 10 Chapter 170	Title 10, Chapter 170 of the Connecticut General Statutes School Safety and Security	https://www.cga.ct.gov/current/public/chap_170.htm
SRF	Connecticut State Response Framework (SRF)	http://www.ct.gov/demhs/site/default.asp
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended	https://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended

GO! Documents: Organizational Charts and Maps

The pages that follow contain materials outlining Municipal organizational structure as well as maps to identify locations within the Municipality. In the event that an ESF is activated, these materials may be made available, as appropriate, to assigned staff.

[INCLUDE ADDITIONAL MATERIALS USED BY THE MUNICIPALITY TO THIS SECTION.]

ORGANIZATIONAL CHART: ROUTINE OPERATIONS

[INSERT A ROUTINE OPERATIONS ORGANIZATIONAL CHART - ORGANIZATIONAL CHART SHOULD DISTINGUISH DIRECT LINE OF AUTHORITY AND COOPERATIVE RELATIONSHIPS.]

ORGANIZATIONAL CHART: EMERGENCY OPERATIONS

[INSERT A ROUTINE OPERATIONS ORGANIZATIONAL CHART - ORGANIZATIONAL CHART SHOULD DISTINGUISH DIRECT LINE OF AUTHORITY AND COOPERATIVE RELATIONSHIPS.]

MAP: TRANSPORTATION SYSTEMS

[INSERT MAP OF THE MUNICIPALITY SHOWING OTHER ITEMS OR DETAIL OF INTEREST HERE]

MAP:[INSERT TITLE HERE]

[INSERT MAP OF THE MUNICIPALITY SHOWING OTHER ITEMS OR DETAIL OF INTEREST HERE]

MAP:[INSERT TITLE HERE]

[INSERT MAP OF THE MUNICIPALITY SHOWING OTHER ITEMS OR DETAIL OF INTEREST HERE]

MAP:[INSERT TITLE HERE]

[INSERT MAP OF THE MUNICIPALITY SHOWING OTHER ITEMS OR DETAIL OF INTEREST HERE]

GO! Documents: Contact Lists

The pages that follow contain contact list templates. The Municipality maintains a comprehensive list of contacts for emergency operations. The detailed information related to these contacts is sensitive in nature, the release of which may create a safety risk to person or property. The contact lists will therefore be maintained on file at the Municipality's EOC and with the CT DESPP/DEMHS Regional Coordinator/Office. This information may also be maintained on hand by emergency operations personnel. In the event that an ESF is activated, these materials may be made available, as appropriate, to individuals assigned to assist with an emergency support function. The information contained in these lists should not be otherwise released without prior consultation with the Municipal Attorney and CEO.

[INCLUDE ADDITIONAL MATERIALS USEFUL AND RELEVANT TO MUNICIPAL EMERGENCY OPERATIONS.]

[ADJUST THE DESCRIPTION ABOVE AS APPROPRIATE TO MATCH THE MUNICIPAL MATERIALS IN YOUR MUNICIPALITY EOP]

Municipal Government offices				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

Municipal Department Head Call-Down List				
Entity/Department	Department Head Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

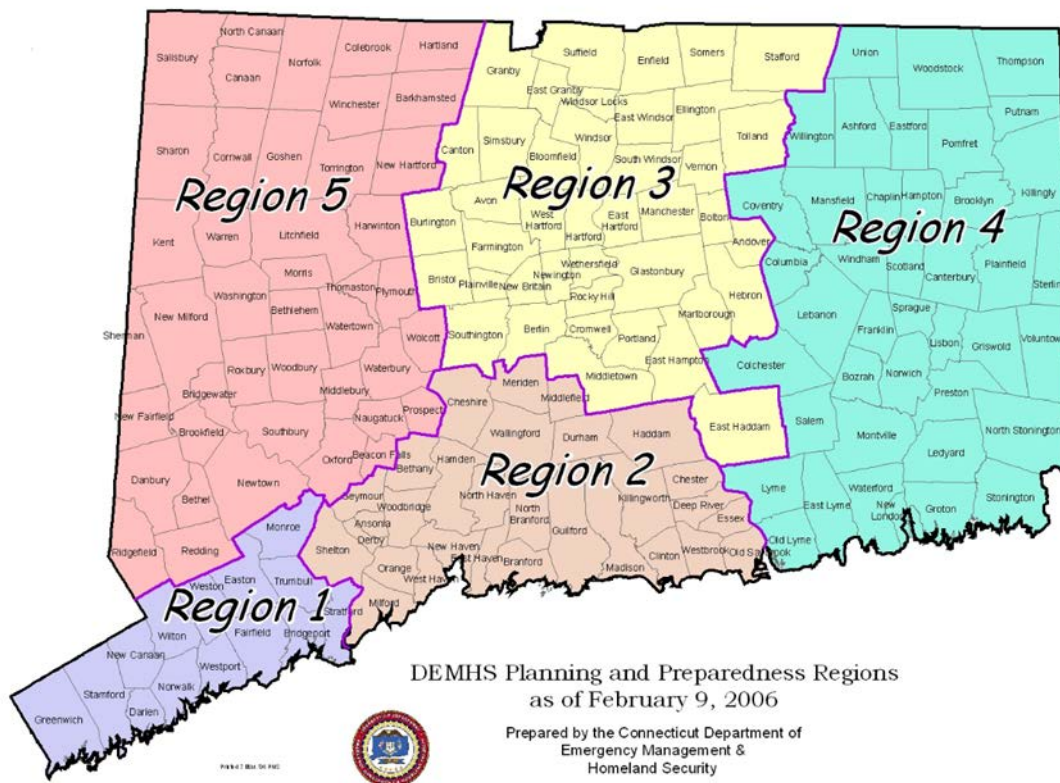
REPT: Leadership				
Municipality/Tribal Nation NAME	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

REPT: ESF Liaisons				
Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

REPT: ESF Liaisons				
Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

CT DESPP/DEMHS Regional Offices: Locations and Staff

Region 1	Region 2	Region 3	Region 4	Region 5
CT State Police - Troop G 149 Prospect Street Bridgeport, CT 06601 203-696-2640 (Phone) 203-334-1560 (Fax) 860-842-9792 (Pager)	CT DESPP Headquarters 1111 Country Club Road Middletown, CT 06457 860-685-8105 (Phone) 860-685-8366 (Fax) 860-708-0748 (Pager)	CT Natl Guard Armory 360 Broad St Hartford, CT 860-529-6893 (Phone) 860-257-4621 (Fax) 860-708-0749 (Pager)	CT State Police - Troop K 15 Old Hartford Road Colchester, CT 06415 860-465-5460 (Phone) 860-465-5464 (Fax) 860-708-0756 (Pager)	Rowland Govt. Center 55 West Main St Waterbury, CT 203-591-3509 (Phone) 203-591-3529 (Fax) 860-708-0795 (Pager)
Coordinator: Robert Kenny Robert.Kenny@ct.gov	Coordinator: John Field John.Field@ct.gov	Coordinator: Temporary Coverage by Other Regional Coordinators	Coordinator: Mike Caplet Mike.Caplet@ct.gov	Coordinator: Thomas Vannini Thomas.Vannini@ct.gov
Planner: Christopher Ackley Christopher.Ackley@ct.gov	Planner: Thomas Lenart Thomas.Lenart@ct.gov		Planner: Carla Iezzi Carla.Iezzi@ct.gov	Planner: Henry Paszczuk Henry.Paszczuk@ct.gov
Secretary: Brenda Thibodeau Brenda.Thibodeau@ct.gov	Secretary: Natalie Simoneau Natalie.Simoneau@ct.gov	Secretary: Natalie Simoneau Natalie.Simoneau@ct.gov	Secretary: Darlene Richards Darlene.Richards@ct.gov	Secretary: Taffie Dudley Taffie.Dudley@ct.gov



Municipalities/Tribal Nations by Region				
Region 1 14 Entities	Region 2 30 Entities	Region 3 41 Entities	Region 4 44 Entities	Region 5 43 Entities
Bridgeport	Ansonia	Andover	Ashford	Barkhamsted
Darien	Bethany	Avon	Bozrah	Beacon Falls
Easton	Branford	Berlin	Brooklyn	Bethel
Fairfield	Cheshire	Bloomfield	Canterbury	Bethlehem
Greenwich	Chester	Bolton	Chaplin	Bridgewater
Monroe	Clinton	Bristol	Colchester	Brookfield
New Canaan	Deep River	Burlington	Columbia	Canaan
Norwalk	Derby	Canton	Coventry	Colebrook
Stamford	Durham	Cromwell	East Lyme	Cornwall
Stratford	East Haven	East Granby	Eastford	Danbury
Trumbull	Essex	East Haddam	Franklin	Goshen
Weston	Guilford	East Hampton	Griswold	Hartland
Westport	Haddam	East Hartford	Groton City	Harwinton
Wilton	Hamden	East Windsor	Groton Town	Kent
	Killingworth	Ellington	Hampton	Litchfield
	Madison	Enfield	Killingly	Middlebury
	Meriden	Farmington	Lebanon	Morris
	Middlefield	Glastonbury	Ledyard	Naugatuck
	Milford	Granby	Lisbon	New Fairfield
	New Haven	Hartford	Lyme	New Hartford
	North Branford	Hebron	Mansfield	New Milford
	North Haven	Manchester	Montville	Newtown
	Old Saybrook	Marlborough	New London	Norfolk
	Orange	Middletown	North Stonington	North Canaan
	Seymour	New Britain	Norwich	Oxford
	Shelton	Newington	Old Lyme	Plymouth
	Wallingford	Plainville	Plainfield	Prospect
	West Haven	Portland	Pomfret	Redding
	Westbrook	Rocky Hill	Preston	Ridgefield
	Woodbridge	Simsbury	Putnam	Roxbury
		Somers	Salem	Salisbury
		South Windsor	Scotland	Sharon
		Southington	Sprague	Sherman
		Stafford	Sterling	Southbury
		Suffield	Stonington	Thomaston
		Tolland	Thompson	Torrington
		Vernon	Union	Warren
		West Hartford	Voluntown	Washington
		Wethersfield	Waterford	Waterbury
		Windsor	Willington	Watertown
		Windsor Locks	Windham	Winchester
			Woodstock	Wolcott
			Mashantucket	Woodbury
			Pequot Tribal Nation	
			Mohegan Tribal Nation	

Mass Care (ESF 6) & Public Health (ESF 8): Hospitals, Critical/Urgent Care Facilities, Nursing/Residential Rehab Centers, Group Homes, Senior Housing, Functional Needs Assistance Facilities

Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

Mass Care (ESF 6): Neighboring Shelter Locations

Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ESF 6 Medical Reserve Corps (MRC)/ Community Emergency Response Teams (CERT) Contacts

Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ESF 6: Schools, Educational Institutions, Libraries, Daycare Facilities or Nursery Schools, Day Camps				
Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ESF 6: Senior or Community Centers				
Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ESF 6/ESF 7: Human Food Services/Retailers				
Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 11: Veterinary Clinics, Animal Husbandry Facilities, Regional Animal Response Team (At times known as SART), Animal Feed and Supply Services and Retailers

Municipality/Tribal Nation Name	EMD Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 3/ ESF 12/ Public Works/ Facilities/Infrastructure: Municipal Managed Services or Public Utilities, Contractors, or other public utilities (Not Managed by Municipality)

Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 3/ ESF 12/ Public Works/ Facilities/Infrastructure: Pre Qualified Contractors

Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ ESF 7/ESF 17: Major Employers/Industry in Municipality				
Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ ESF 7/ ESF 11: Major Attraction, Recreational Facility, Farms/Agricultural Facilities in Municipality				
Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5/ ESF 7/ ESF 16: Non-Government Entities and Volunteer Organizations Active in Disasters (Not Otherwise Listed)				
Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF 5: Other Contacts of Importance				
Organization and Service	POC Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

GO! Documents: Situational Reporting and Mutual Aid Requests

In the event of an emergency, the Municipality will initially assess the situation and identify the need for response operations. Local Situation Reports will be used to help determine the scope of the problem. Ultimately, these may also be used when documenting need for supplemental State and Federal disaster assistance or mutual aid from the State or region.

The Municipality will submit periodic Situation Reports to the appropriate CT DESPP/DEMHS Regional Coordinator whenever:

- Requested to do so by the CT DESPP/DEMHS
- Emergency operations are undertaken.

Situational Reporting and WebEOC

The Municipality will maintain a presence on WebEOC with current status updates and periodic situational reports, particularly in preparation for a known event, after a significant event has occurred, and throughout the response and recovery to benefit the Municipality.

Initial notification or the report of an emergency situation will be accomplished using phone or radio (Voice Communication) directly to the DEMHS Regional Coordinator.

WebEOC will not be used as an initial notification method for the existence of an emergency or a request for State assistance/resources. The Municipality will use WebEOC as the primary situation reporting method to the CT DESPP/DEMHS Regional Coordinator.

The senior official in charge of the Municipal Emergency Operations Center is responsible for ensuring that reporting is accomplished either through WebEOC or, if WebEOC is unavailable, through a written communication to the DEMHS Regional Office.

The following WebEOC boards will be updated by assigned staff at least once per operational period:

- Infrastructure Status Board
- Public
- Information/Press Releases
- Resource Requests
- Road Closures
- Shelters and Centers
- Statewide Situation Status (Through Activity Log if an entry is made with state wide implications or significance.)

WebEOC Outage Procedure

In the event that connectivity to WebEOC is lost during an incident, printouts of the data entry forms for these boards may be found at:

<http://www.ct.gov/demhs/cwp/view.asp?a=4871&q=583320>) to allow for handwritten reporting which may then be transmitted via voice or in writing to the CT DESPP/DEMHS Regional Office. ICS Form 209 may also be used in the event that WebEOC is unavailable. Forms with a link to the FEMA website for templates are located in General Position Aids under *GO! Documents: Forms*, below.

Mutual Aid Requests and Resource Requests

All mutual aid and resource requests may be made by (1) contacting local mutual aid partners with whom existing agreements have been established or by following protocols set forth in the Regional Emergency Response Plan or (2) contacting the DEMHS Regional Coordinator.

Keeping Track of Requests and Resources

The Municipality will keep track of messaging related to requests. The ICS 213 Form or a spreadsheet may be used to track requests, including how/when and by whom they are fulfilled.

The ICS 214 Form (Activity Log) or equivalent means will be used to track resources assigned and notable activities.

WebEOC entries regarding requests and resources will be made as appropriate or requested.

Incident Action Plan

An Incident Action Plan using a combination of ICS forms or equivalent means will be used to create a unified Incident Action Plan (IAP) for a particular operational period, if appropriate, (depending on the status of the crisis, this range from a number of hours to a number of days). ICS Forms that may be useful in developing an IAP:

ICS Form 202: Incident Objectives

ICS Form 204: Assignments List

ICS Form 205: Incident Radio Communications

ICS Form 205A: Communications List

ICS Form 207: Incident Organization Chart

GO! Documents: Emergency Phase Checklists

The pages that follow contain various checklists by emergency operation phase – mitigation, preparedness (increased readiness), response, and recovery. Additionally, hurricane preparedness checklists are also included.

A specified Hurricane Preparedness Checklist for municipal us is available on the local resource page

Quick Reference: Preparedness (Increased Readiness) Phase Activities & Checklist

The **Preparedness or Increased Readiness Phase** is that period of time from receipt of the initial notification of a potential emergency to the onset of the emergency. The length of time in an Increased Readiness Phase may vary from a few minutes to several weeks. All departments, agencies and offices of municipal government and supporting agencies will be alerted to the possibility of the impending disaster.

Situation Brief - Officials and Department Heads	The Chief Executive Officer will call together such Municipal department heads and other Municipal officials and external agency representatives as deemed necessary and will brief them on the situation. The Chief Executive Officer will activate this Local Emergency Operations Plan and/or order such steps to be taken as may be appropriate for the situation.
Department Responsibility Review	Following the briefing all department heads and other persons involved will review their responsibilities outlined in this Emergency Operations Plan and their respective annexes and/or emergency operations procedures (departmental emergency plans).
EOC Activation and Self-Sufficiency Check	The Emergency Operations Center (EOC) will be activated and maintained on a stand-by basis pending further orders. Department heads will designate their representatives to the EOC and EMD will reach out to the designees and distribute a position specific Job Action Sheet. The Emergency Management Director or his/her designee will coordinate the inspection of all communications and auxiliary generating equipment to ensure operating capability. During this phase, the overall readiness of the Emergency Operations Center for operation on a 24-hour basis will be initiated.
Mobilization – Department Personnel and Resources	Department heads will brief their personnel on their responsibilities and then make preparations for the mobilization specific to the current expected threat to public safety.

	<p>All emergency equipment, supplies and resources will be inventoried, checked and readied for emergency operations (response vehicles, emergency generators, radiological monitoring and hazardous materials equipment, radios, flashlights, batteries, regulatory and safety signs, record forms, etc.).</p> <p>Personnel, equipment, and resources will be readied for dispersal and, where advisable, moved to appropriate locations on a stand-by basis. Department Heads will make time available to their paid staff to assure family and their property preparedness activities are complete. They will also notify volunteer agencies to notify their on call staff to begin family and property preparedness activities during the 96-48 hour pre-event window.</p>
School Preparation	School officials, public and private, present at the briefing by the Chief Executive Officer will take all necessary steps to safeguard the school population. The Emergency Management Director will alert institutions and agencies not represented at the briefing, if deemed necessary by the Chief Executive Officer.
Public Information	<p>Preparations will be made to alert, if necessary, the entire population of the Municipal, including organizations, agencies and/or groups serving the handicapped, elderly and non-English speaking residents.</p> <p>News releases will be prepared for all media outlets, including social media, newspapers, radio, television, etc. to be used only when directed by the Chief Executive Officer.</p>
Mutual Aid Coordination	In an emergency of a local nature, the CT DESPP/DEMHS Regional Coordinator and communities with which mutual aid agreements exist will be alerted.
Financial Viability and Long-term Recovery	Maintain documentation with adequate detail to record actions and justify expenditures.
Actions ¹	
Comments/ Notes	
<input type="checkbox"/>	Review the LEOP/RESP:
<input type="checkbox"/>	Review threat assessment - flood plains, storm surge areas, etc.
<input type="checkbox"/>	Develop, identify and implement preparatory actions
<input type="checkbox"/>	Check and list critical forms needed – Declaration, situation report, etc.
<input type="checkbox"/>	Determine possible area(s) of impact
<input type="checkbox"/>	Verify Communications Pathways (Up, Down, Lateral) with:
<input type="checkbox"/>	Surrounding localities
<input type="checkbox"/>	Supporting agencies

¹ Source: Local EMD and Municipal Official Handbook, Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, April 2014

<input type="checkbox"/>	Operations components—All disciplines, including fire, police, Public Works, Radio Amateur Civil Emergency Services (RACES), emergency cell support, etc.	
<input type="checkbox"/>	Public information plan/hotlines	
	Establish and Test Information Resources (in and out), including:	
<input type="checkbox"/>	Internet/Web site	
<input type="checkbox"/>	Weather	
<input type="checkbox"/>	Media, Print, TV, Cable and Radio, including direct radio communications, social media	
<input type="checkbox"/>	Establish Briefing Schedules with the following:	
<input type="checkbox"/>	Chief Executive officials--watches/warnings, Declaration process, activation of LEOP	
<input type="checkbox"/>	Elected officials	
<input type="checkbox"/>	Public safety partners	
<input type="checkbox"/>	Emergency Operations Center participants.	
<input type="checkbox"/>	Determine Staffing Levels	
<input type="checkbox"/>	EOC augmentation/activation/recall	
<input type="checkbox"/>	Shift changes for public safety and other response personnel	
<input type="checkbox"/>	Estimate shelter demands (local ARC Chapter, volunteers, RACES, etc.)	
<input type="checkbox"/>	Establish public facility closing and opening times	
	Check Critical Systems Readiness:	
<input type="checkbox"/>	EOC--critical staff, resources and reports	
<input type="checkbox"/>	Public safety	
<input type="checkbox"/>	Utilities/PW/private/Local Emergency Planning Committee (LEPC);	
<input type="checkbox"/>	Media	
<input type="checkbox"/>	Mass care/schools/public health (food holdings/power)	
<input type="checkbox"/>	Power generation--service ability/fuel levels	
<input type="checkbox"/>	Review and confirm contracted services	
<input type="checkbox"/>	Accounting and cost capture processes	
<input type="checkbox"/>	Implement the Continuity of Operations Plan (COOP) / Continuity of Government (COG)	
<input type="checkbox"/>	Declare a Local Emergency	
<input type="checkbox"/>	Activate Staff and Logistical Support for the EOC	
<input type="checkbox"/>	Prepare for Response	

Quick Reference: Emergency Response Phase Activities & Checklist

The **Emergency Response Phase** is that period of time during which the emergency is occurring. Actions will be taken immediately to evaluate the emergency, warn the population of the Municipality; and make use of all available personnel, equipment and resources to minimize the effects of the disaster on the Municipality. Some of the Emergency Phase actions may have been performed during the Increased Readiness Phase.

Public Information	<ul style="list-style-type: none">○ Immediately alert the public affected. Provide them with whatever guidance or instruction is required to respond to the emergency.○ Make certain that emergency information is disseminated in a manner that is understandable to foreign language groups that may be present in the Municipality.○ Disseminate protective measures based on protective action guides and other criteria.	
LEOP Activation	<ul style="list-style-type: none">○ Activate this Emergency Operations Plan.	
EOC Activation and Self-Sufficiency Check	<ul style="list-style-type: none">○ Fully activate the Emergency Operations Center on a 24 hour basis.○ Take appropriate steps for water, food and sleeping facilities.○ Conduct emergency operations in the most efficient and expeditious manner possible using all available manpower, equipment, fallout protection and other resources.	
Declaration of State of Emergency	<ul style="list-style-type: none">○ Declare "State of Emergency", if appropriate and necessary.	
Mutual Aid Coordination	<ul style="list-style-type: none">○ Establish communications with the CT DESPP/DEMHS Regional Coordinator and communities with which mutual aid agreements are in effect.	
Financial Viability and Long-term Recovery	<ul style="list-style-type: none">○ Maintain documentation with adequate detail to record actions and justify expenditures.	
Actions ²		Comments/ Notes
<input type="checkbox"/>	Establish Extent of Damage by implementing a Preliminary Damage Assessment	
<input type="checkbox"/>	Determine Response Capabilities and Priorities	
<input type="checkbox"/>	Determine number of deaths and injuries.	
<input type="checkbox"/>	Damage to lifelines—Communications, Transportation, Power, Public Safety	
<input type="checkbox"/>	Damage to critical facilities.	
<input type="checkbox"/>	Agricultural damage.	
<input type="checkbox"/>	Extent of overall damage.	
<input type="checkbox"/>	Determine Evacuation Requirements	
<input type="checkbox"/>	Determine Shelter Activation Needs	
<input type="checkbox"/>	Identify Immediate Shortfalls in Resources and Capability	

² Source: Local EMD and Municipal Official Handbook, Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, April 2014

<input type="checkbox"/>	Brief Officials	
<input type="checkbox"/>	Alert Municipality Emergency Response Team (CERT) Coordinator	
<input type="checkbox"/>	Activate and Implement Mutual Aid Agreements, including statutory intrastate mutual aid, available under Connecticut General Statutes §28-22a, Public Act 2007-56	

Quick Reference: Recovery Phase Activities/Checklist

The **Recovery Phase** is the period immediately following the emergency when actions will be taken to restore the Municipality, to the greatest extent possible, to normal conditions. The phase begins when the disaster has subsided to such a degree that recovery operations can begin. Some recovery actions may commence during the Emergency Phase. In a hazardous material, including radiological, emergency it may be necessary to precede all recovery operations with decontamination procedures, with the exception of urgent rescue operations.

EOC Operation	<ul style="list-style-type: none"> ○ Maintain the Emergency Operations Center in operation until such time as the emergency and recovery operations no longer require it.
Rescue, Monitoring and Decontamination	<ul style="list-style-type: none"> ○ Continue rescue operations. ○ If a radioactive environment exists, ensure monitoring and decontamination when possible. ○ Monitoring and decontamination should precede all other recovery operations.
Assistance Needs and Protective Measures	<ul style="list-style-type: none"> ○ Provide medical assistance to the sick and injured. ○ Provide emergency mortuary service. ○ Arrange for temporary shelter, housing, food and clothing. ○ Provide transportation for people who are being relocated. ○ Provide for security from looting and vandalism. ○ Destroy contaminated food, drugs and other material.
Financial Viability and Long-term Recovery	<ul style="list-style-type: none"> ○ Maintain documentation with adequate detail to record actions and justify expenditures. ○ Arrange for financial assistance to help residents by appointing a Municipality Long Term Recovery Coordinator. ○ Assign a Municipality department to lead recovery from the disaster. ○ Perform long-term recovery in cooperation with State and Federal agencies. ○ Make evaluation of the situation, including damage assessment and plan for restoration. Determine restoration priorities. ○ Certify buildings and/or areas as being safe for habitation. ○ Commence restoration of the Municipality following established priorities. ○ Assist public utilities with the restoration of service when requested.
Public Information	<ul style="list-style-type: none"> ○ Establish and maintain an information stream thru the Municipality Public Information Officer to 211 Info line. ○ Maintain facilities for the dissemination of information to the public. ○

	Actions³	Comments/ Notes
<input type="checkbox"/>	Appoint Long Term Recovery Coordinator	
<input type="checkbox"/>	Gather Impact Area Data. (including addresses of affected private dwellings)	
<input type="checkbox"/>	Continue Needs Assessment	
<input type="checkbox"/>	Human Needs.	
<input type="checkbox"/>	Individual Assistance	
<input type="checkbox"/>	Public Assistance.	
<input type="checkbox"/>	Critical Infrastructure.	
<input type="checkbox"/>	Determine Priorities for and Monitor Restoration of Utility Services	
<input type="checkbox"/>	Amend Initial Reports and Maintain Reporting Program to Regional Coordinator	
<input type="checkbox"/>	Identify Immediate and Long-Term Economic Impacts.	
<input type="checkbox"/>	Determine Long-term Goals and Priorities for Recovery Effort	
<input type="checkbox"/>	Continue Public Information Plan Implementation	
<input type="checkbox"/>	Prepare for Local Municipality Meetings	
<input type="checkbox"/>	Determine Shelter Usage/Continuing Citizen Support Needs	
<input type="checkbox"/>	Manage Voluntary Organizations Active in Disaster (VOAD) and Donated Goods	
<input type="checkbox"/>	Activate or Establish a Local Disaster Recovery Task Force	
<input type="checkbox"/>	Capture Response and Recovery Expenditures	
<input type="checkbox"/>	Identify Locations for Disaster Recovery Center (DRC).	
<input type="checkbox"/>	Implement Policy for Codes Compliance on Restoration/Repairs	
<input type="checkbox"/>	Review Staffing Requirements	
<input type="checkbox"/>	Determine Unmet Needs	
<input type="checkbox"/>	Conduct an After-Action Review (AAR) of Response and Recovery Performances	
<input type="checkbox"/>	Plan for Demobilization or Plan for Long Term Recovery	
<input type="checkbox"/>	Return to Normal	

³ Source: Local EMD and Municipal Official Handbook, Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, April 2014

Quick Reference: Mitigation Measures/Checklist

Mitigation is the process of taking actions designed to reduce or minimize the effects of natural or man-made hazards. The local government realizes the need to carry out mitigation efforts for the following hazards: major snow fall, ice storms, blizzards, hazardous material incidents/accidents, aircraft accidents, tornadoes, hurricanes, electrical storms, major fires, energy/fuel shortages, forest fires, water contamination, earthquakes, and major highway accidents. Therefore, the Municipality has the following hazard reduction measures in place.

Planning Efforts and Coordination	<ul style="list-style-type: none">o Carry out hazard mitigation activities appropriate to the respective functions of departments, agencies and offices.o Restrict development in hazardous areas consistent with the degree of risk.o Develop and maintain “All Hazard” Mass Care/Shelter and Evacuation Annexes with pre-designated evacuation and shelter facilities.o Maintain a current Hazard Mitigation Plan.o Maintain a Radiological Protection Annex outlining decontamination procedures and availability of radiological instruments.o Work with commerce and industry to improve hazardous materials storage, use, transportation and disposal.	
Public Protection	<ul style="list-style-type: none">o Encourage public safety efforts at all levels.o Promote fire prevention.	
Resource Stockpiling and Asset Inventory	<ul style="list-style-type: none">o Maintain a reserve stock of sandbags.o Be aware of available assets with and outside of the Municipality.	
Mutual Aid Coordination	<ul style="list-style-type: none">o Maintain mutual aid agreements with neighboring communities to share assistance and resources.	
Training	<ul style="list-style-type: none">o Promote professional development for emergency management and public safety personnel.	
Actions ⁴		Comments/ Notes
<input type="checkbox"/>	Implement Changes to Local Emergency Operations Plan (LEOP) highlighted in After-Action Report (AAR).	
<input type="checkbox"/>	Update as needed, and Implement Local Mitigation Plan	
<input type="checkbox"/>	Identify Financial Support Sources	
<input type="checkbox"/>	Develop Mitigation Priorities and Strategy	

⁴ Source: Local EMD and Municipal Official Handbook, Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, April 2014

GO! Documents: Important Local Powers and Memoranda of Agreement (MOAs)

The pages that follow contain copies of relevant local documents and mutual aid agreements for a variety of Municipality emergency operations.

[INCLUDE ADDITIONAL MATERIALS USED BY AND PERTINENT TO THE MUNICIPALITY TO THIS SECTION.]

[CONSIDER INCLUDING ANY LOCAL CHARTER SECTIONS, ORDINANCES, ETC. AND RELEVANT MUTUAL AID AND SUPPORT AGREEMENTS HERE THAT MAY BE USEFUL IN AN EMERGENCY (E.G. NEIGHBORING MUNICIPALITY AGREEMENTS/MOAs, SHELTERING, EMD JOB SHARING, ETC.)

CONSIDER INCLUDING ANY ITEMS LISTED IN PART 2 AS "OTHER LOCAL POWERS AND REGULATIONS OF IMPORTANCE TO EMERGENCY FUNCTIONS" OR AS "RELEVANT MUTUAL AID MEMORANDUM OF AGREEMENT (MOAS)". IF THE ITEMS ARE LARGE, CONSIDER LISTING THE LOCATION TO FIND THESE ITEMS (THIS MAY SIMPLY BE A SEPARATE BINDER IN THE EOC) IN AN EMERGENCY FOR REFERENCE.]

Important Statutes, Ordinances, Charter Sections etc.		
Document Title	Purpose	Link (If Available)
CT INTRASTATE MUTUAL ASSISTANCE COMPACT, CONNECTICUT GENERAL STATUTES SECTION 28-22a		http://www.ct.gov/cfpc/lib/cfpc/Intrastate Mutual Aid Compact %28CGS Sec. 28-22a%29.pdf

Memoranda of Agreement			
Parties in Agreement	Purpose	Date of Execution	Date of Expiration

GO! Documents: Declaration and Activation Templates

The pages that follow contain materials for Municipal declarations and activations, including templates or examples.

Quick Reference: Process to Declare a Disaster/State of Emergency and Declaration

Chief Executive Officer	<ul style="list-style-type: none">○ The Chief Executive Officer in consultation with the Emergency Management Director may, in an emergency situation, declare a State of Emergency/Disaster.
Declare the State of Emergency	<ul style="list-style-type: none">○ Refer to template/example of declaration of emergency, attached below.
Considerations	<ul style="list-style-type: none">○ As soon as is reasonably possible in order to obtain consent for any extraordinary expenditure of public funds, consult the following: [List Any Pertinent Boards/Departments Here, Example: Board of Finance/Comptroller/Finance Director].○ Notice of the declaration of a State of Emergency should be transmitted to the CT DESPP/DEMHS via the appropriate CT DESPP/DEMHS Regional Coordinator/Office immediately; and a copy of the written document forwarded as soon as possible. The Declaration may be posted on Web EOC.○ It is important to terminate a Declaration of Emergency when the Municipality has sufficiently returned to “normal” conditions.

Job Aid: Sample/Template Declaration for a Disaster/State of Emergency

[INCLUDE A SAMPLE/TEMPLATE FOR A LOCAL DISASTER/STATE OF EMERGENCY DECLARATION. CONSIDER INCLUDING SEVERAL DIFFERENT ONES, SUCH AS A HURRICANE, WINTER EVENT, ETC.]

See also, Appendix E, Local Emergency Management Director and Municipal Official Handbook for a “Sample Ordinance Regarding Declaration of Local Emergency.”

Example of sample declaration of emergency (consult town attorney—individual Municipal requirements may differ):

DATE**Municipal Clerk****RE: Declaration of Emergency****Dear Clerk:**

Due to the severe weather conditions predicted to affect the Municipality, specifically the National Weather Service issuance of forecasts indicating that all or part of Connecticut will be directly affected by a combined tropical and winter super storm, including torrential rainfall, strong winds, and potential coastal and inland flooding over a prolonged period of time; I am hereby proclaiming a state of emergency, pursuant to Connecticut General Statutes Section 28-22a and Ordinance/Charter Section ____.

I am filing this with you on this __th day of ____ .

Signed,

Chief Executive Officer

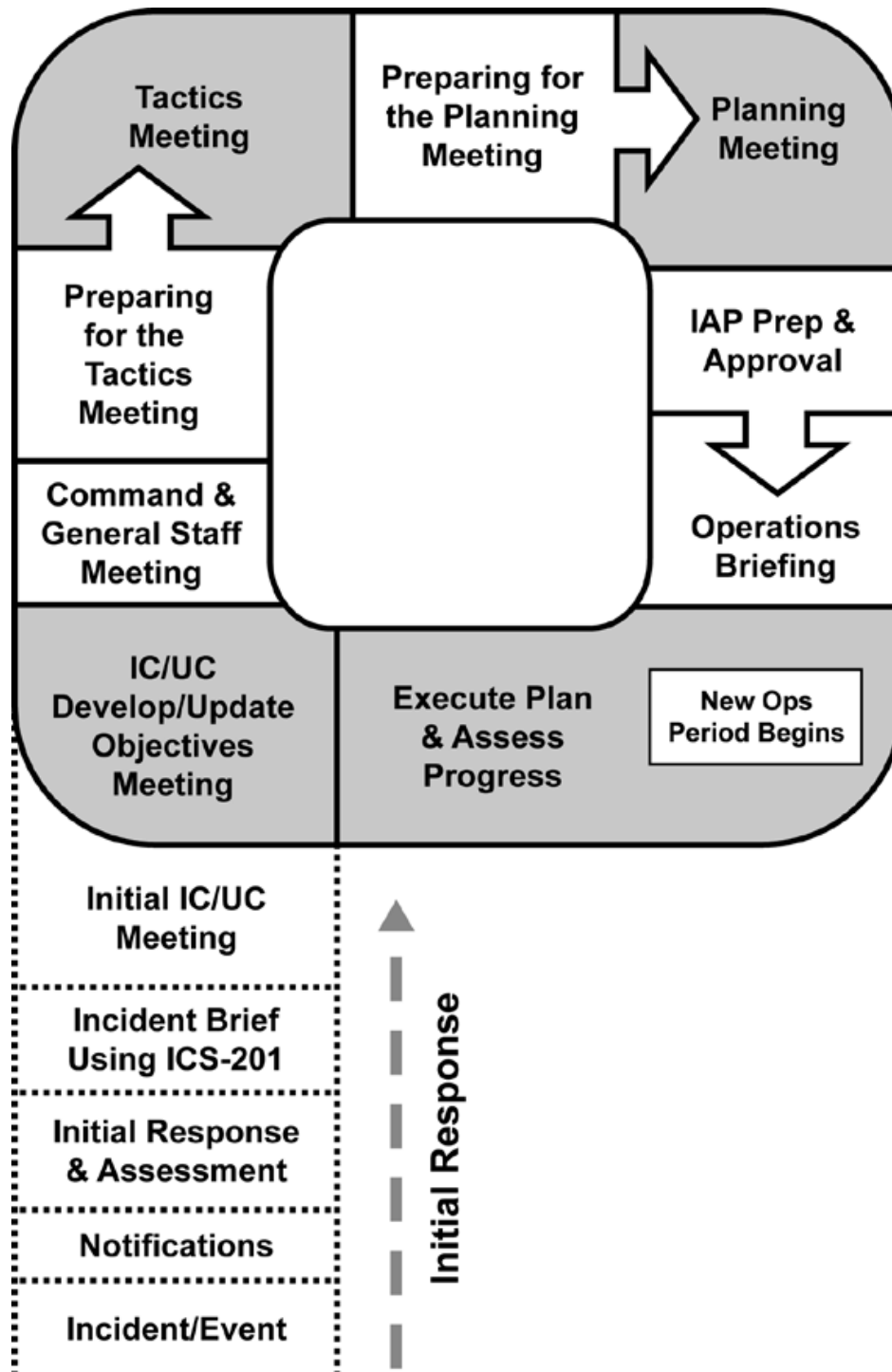
TIME: _____

Quick Reference: Emergency Operations Center (EOC) Activation Procedures

When the Municipality receives notice that an emergency response situation exists or an "increased readiness posture" is suggested, the following actions will be implemented upon the direction of the Chief Executive Officer.

<input type="checkbox"/>	Alert Emergency Operations Center staff.
<input type="checkbox"/>	Activate the EOC and Communications Center, and prepare to provide 24-hour coverage as necessary.
<input type="checkbox"/>	Call necessary department heads together for a briefing on the situation.
<input type="checkbox"/>	Notify departments that have dispatching services that the Emergency Operations Center (EOC) has been activated and provide telephone access numbers to those departments.
<input type="checkbox"/>	Ascertain that all communications equipment is checked.
<input type="checkbox"/>	Ascertain that duty rosters, personnel assignments and staffing requirements for the EOC are adequate.
<input type="checkbox"/>	EOC personnel will acknowledge and authenticate all reports and report all rumors to the Emergency Public Information Officer (PIO).
<input type="checkbox"/>	Ascertain that adequate supplies, services and materials are available including arrangements for food, water, lighting and fuel to support EOC staff and personnel deployed to the disaster site.
<input type="checkbox"/>	Ascertain that operations logs and message handling procedures are adequate and that all personnel are familiar with the procedures.
<input type="checkbox"/>	The operations center will verify the effectiveness of warnings to special locations such as schools, hospitals, nursing homes, major industries, institutions and places of public assembly.
<input type="checkbox"/>	The Control and Coordination Group will perform resource control, except departmental resources, at the Emergency Operations Center.

Quick Reference: Incident Command System Planning “P” Chart



GO! Documents: Forms

The following forms are the official ICS forms that may be used by The State of Connecticut DESPP/DEMHS has created a local resources LEOP resource page that can be found at the following link:

<http://www.ct.gov/demhs/cwp/view.asp?a=4871&Q=582186&PM=1>

Internet Outage Warning:

In case of internet and power outage, the Municipality should keep hard copies of the forms listed in this section for use and/or reference.

Official NIMS ICS Forms and Purpose		
ICS Form #	Form Title:	Typically Prepared by:
ICS 201	Incident Briefing	Initial Incident Commander
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS 204	Assignment List	Resources Unit Leader and Operations Section Chief
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 205A	Communications List	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader (reviewed by Safety Officer)
ICS 207	Incident Organization Chart	Resources Unit Leader
ICS 208	Safety Message/Plan	Safety Officer
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Resource Status Change	Communications Unit Leader
ICS 211	Incident Check-In List	Resources Unit/Check-In Recorder
ICS 213	General Message	Any Message Originator
ICS 214	Activity Log	All Sections and Units
ICS 215	Operational Planning Worksheet	Operations Section Chief
ICS 215A	Incident Action Plan Safety Analysis	Safety Officer
ICS 218	Support Vehicle/Equipment Inventory	Ground Support Unit
ICS 219-1 to ICS 219-8, ICS 219-10 (Cards)	Resource Status Card (T-Card)	Resources Unit
ICS 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Check-Out	Demobilization Unit Leader

These forms can be found in the NIMS ICS Form Booklet available at the following web link:

<https://www.fema.gov/media-library/assets/documents/33584>

The table below lists additional State and local forms that Municipal Emergency Management personnel may be required to use.

Internet Outage Warning:

In case of internet and power outage, the Municipality should keep hard copies of the forms listed in this section for use and/or reference.

Additional Forms		
Form Title	Purpose:	Typically Prepared by:
Community Emergency Response Team (CERT Request)	To request and attain approval from DESPP/DEMHS for CERT Team Activation.	Local Emergency Management Director
Medical Reserve Corps Request	MRC Activation Request to CT DPH and then to CT DESPP/DEMHS	Local Emergency Management Director
Incident Management Team (IMT) Request	Form used to request activation of Incident Management Team.	Local Emergency Management Director
Mobile Communications Vehicle Request	Form used to request Mobile Communications Vehicle from DESPP/DEMHS	Local Emergency Management Director
WebEOC Situation Reporting Form	This form is to be used if for some reason WebEOC is not available for situation reporting.	Local Emergency Management Director
ICS 217- This is not an official NIMS Reporting Form	Worksheet	Local Emergency Management Director or Designee

GO! Documents: Public Assistance-Cost Record Keeping

In the event of an emergency, in order to ensure that work performed both before and after a disaster declaration is well documented, the Municipality will:

- Designate a person to coordinate the accumulation of records.
- Establish a separate and distinct account for recording revenue and expenditures, and a separate identified or each distinct FEMA project.
- Maintain accurate disbursement and accounting records to document the work performed and the costs incurred.
- Ensure that materials taken from existing inventories for use under FEMA projects are documented by inventory withdrawal and usage records.
- Establish a file for each project where work has been or will be performed. For projects that include more than one physical site, records showing specific costs and scopes of work should be maintained **by site** to expedite insurance and other Special Considerations reviews.

Checklist for Each Project:

- Estimated and actual costs
- Force account labor (eligible personnel costs)
- Force account equipment
- Rented equipment
- Materials and purchases
- Photographs of damage, work underway, work completed
- Insurance information
- Environmental and/or historic alternatives and hazard mitigation opportunities considered for large, improved or alternate projects
- Environmental Review Documents
- Records of donated goods and services
- Research insurance coverage and seek reimbursement for the maximum amount. Credit the appropriate FEMA project with that amount.

The Municipality may utilize FEMA Summary Forms to organize and summarize costs:

- [Force Account Labor Summary](#) (FEMA Form 90-123) - Used to record your personnel costs
- [Force Account Equipment Summary](#) (FEMA Form 90-127) -Used to record your equipment use costs
- [Materials Summary Record](#) (FEMA Form 90-124) - Used to record the supplies and materials that you take out of stock or purchase
- [Rented Equipment Summary Record](#) (FEMA Form 90-125) - Used to record the costs of rented or leased equipment
- [Contract Work Summary Record](#) (FEMA Form 90-126) - Used to record the costs of work you have done by contractor
- [Applicant's Benefits Calculation Worksheet](#) (FEMA Form 90-128) -Used to record fringe benefit pay for employees

Quick Reference: Project Worksheets

A ***Project Worksheet*** is the form used to document the scope of work and cost estimate for a project. This form supplies FEMA with the information necessary to approve the scope of work and itemized cost estimate prior to funding. Each project must be documented on a separate *Project Worksheet*. The approved *Project Worksheet* will then be the basis for funding under the Public Assistance Program.

Once you have consolidated similar work items into projects, you will need to fully document your damage and repair plan by completing a *Project Worksheet* for each project. Although more than one site can be combined to make a project, only one project may be listed on a *Project Worksheet*

ESF-1 Position Aids

The following ESF 1 Position Aids are available to assist those supporting ESF-1 functions.

<i>Job Action Sheet: ESF-1 Transportation</i>	104
<i>GO! Documents: ESF-1 Transportation</i>	107
<i>Job Action Sheet: Evacuation Coordinator (ESFs 1/ 5/13/ 15)</i>	112

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-1 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-1 Transportation

ESF-1 Lead

ESF-1 provides support in the management of transportation systems and infrastructure during domestic threats or in response to incidents. ESF-1 also participates in prevention, preparedness, response, recovery, and mitigation activities.

Title of Individual Assigned	
Employing Agency/Department	
<ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. ○ Identify transportation resources (school buses, local/regional transit districts). ○ Identify major evacuation routes, as well as routes to designated emergency shelters. ○ Provide evacuation support as needed (including functional needs in coordination with ESF-6, ESF-13 and ESF-19). ○ Coordinate restoration/ recovery of local transportation infrastructure. ○ Coordination with ESF-3 and provide recommendations to ESF-5 on movement restrictions including road closures, detours etc. ○ Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident, including any aviation, ferry, or other transportation systems. ○ Conduct damage and impact assessment on Municipal transportation infrastructure. ○ Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed. ○ Coordinate with the EOC and State EOC (through the DEMHS Regional Coordinator/Office) any traffic management measures, including those involving airspace, highways or waterways. ○ Coordinate requests for and/or issuance of regulatory waivers and exemptions. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF-1

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Highway Department/Transportation Department (ESF 1)	○	Municipal Primary
Engineering Department	○	
Public Works Department (ESF 3)	○	
Superintendent of Schools	○	
School Bus Service Provider	○	
Civil Air Patrol	○	
Local Livery Companies	○	

Connecticut Department of Transportation	<ul style="list-style-type: none"> ○ As necessary, provide technical assistance and mutual aid, if requested through DEMHS Regional Coordinator/State EOC 	Supporting
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan	<ul style="list-style-type: none"> ○ As necessary, provide technical assistance and mutual aid. 	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	<ul style="list-style-type: none"> ○ As necessary, coordinate mutual aid when requested to DEMHS Regional Coordinator 	Supporting
Law Enforcement (ESF-13)	<ul style="list-style-type: none"> ○ Coordinate with Evacuation Coordinator. ○ Assist in evacuation as necessary. ○ Provide traffic control/ traffic flow. ○ Entry control for outbound routes. ○ Prisoner control and protection. ○ Provide security and protect property in evacuated areas. ○ Limit access to evacuated areas. 	Primary
Mass Care/Shelter (ESF-6)	<ul style="list-style-type: none"> ○ Coordinate with CEO, EMD and Evacuation Coordinator. ○ Activate the appropriate shelter(s) as necessary. ○ Coordinate with ESF-11 Animal Control. 	Primary
Fire (ESF-4)	<ul style="list-style-type: none"> ○ Coordinate with Evacuation Coordinator. ○ Assist in evacuation as necessary. 	Primary
Public Works (ESF-3)	<ul style="list-style-type: none"> ○ Assist in evacuation as necessary. ○ Coordinate with Evacuation Coordinator. ○ Assessment of Municipal facilities and property. ○ Assist Police with traffic diversion as necessary. ○ Verify the safety/navigation of Evacuation Routes. 	Primary
Superintendent of Schools (ESF-5)	<ul style="list-style-type: none"> ○ Evacuate schools/close facilities when necessary or when directed to do so. ○ Coordinate when appropriate, the use of school buses and drivers to support evacuation efforts. ○ When necessary provide support to shelter operations. 	Primary/Supporting
Animal Control (ESF-11)	<ul style="list-style-type: none"> ○ Coordinate with Evacuation and Shelter Coordinators. ○ Determine as appropriate the location for animal sheltering. 	Primary/Supporting

	<ul style="list-style-type: none"> ○ As necessary coordinate transportation to be used in animal evacuation. ○ Implement evacuation, sending teams to search for animals and strays left behind needing transportation to the shelter facility. 	
Health and Medical Coordinator (ESF-8)	<ul style="list-style-type: none"> ○ Coordinate with Shelter/ Mass Care if necessary. ○ Ensure hospitals, nursing homes and other care facilities populations are reduced if necessary. ○ Ensure transportation and medical care for patients being evacuated are provided. ○ Ensure medical care is provided for patients who cannot be moved when those facilities are evacuated. 	Primary/Secondary
Transportation (ESF-1)	<ul style="list-style-type: none"> ○ Coordinate with Police and Evacuation Coordinator. ○ Provide assistance obtaining transportation assets if needed. 	Primary
Public Information Officer (ESF-15)	<ul style="list-style-type: none"> ○ Coordinates with CEO, EMD and Evacuation Coordinator. ○ Disseminate timely information to the public regarding evacuation, shelter locations and appropriate actions the public needs to take. ○ Keep the public informed on activities and actions they need to take. 	Primary

ESF-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-1 Transportation

The pages that follow contain materials (Evacuation Plans, Maps and Routes, Road Maps and Alternate Route Maps, including high priority routes, contact information for contractors, staff, etc., links to standard operating procedures for the activation/use of personnel, lists of Municipal owned/private sector transportation resources and clearance priorities for debris management) used by the Municipality in support of ESF-1.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

[The Municipality should adjust the description above and below to represent the needs of the Municipality]

Critical Priority	<ul style="list-style-type: none"> CT Routes 4, 8, 202, 183, & 272 are of Critical Priority. Collectively, they link together the major neighborhoods within the Municipality and connect the Municipality with other Municipalities. Additionally, these highways provide access to such essential Municipal infrastructure. <p>Vital Municipal infrastructure with Critical Priority for debris clearance includes the following. (Note: The following list is not ranked in order.)</p> <ol style="list-style-type: none"> 1. Route 8 2. Route 4 3. Route 202 4. Route 183 5. Route 272 6. Main ST. 7. Winsted Rd. 8. Litchfield Street 9. South Main St. 10. Bogue Rd. 11. Kennedy Dr.
Very High Priority	<p>The following transportation routes have Very High Priority for debris clearance because they provide access beyond the Municipality, to/from neighborhoods within the community or to vital Municipal infrastructure. (Note: The following list is not ranked in order.)</p> <ol style="list-style-type: none"> 12. Winthrop/Charles 13. Highland Ave. 14. Water Street 15. Church Street 16. Migeon Ave 17. Franklin St /Eversource
High Priority	<p>The following transportation routes have High Priority for debris clearance because they facilitate movement to/from and within significant</p>

	neighborhoods or serve as secondary connectors between neighborhoods. (Note: The following list is not ranked in order.) 18. Clearview Ave. 19. Willow St.
Other Priorities	The clearance of debris from all other local roads and streets will be based on an assessment of public safety and health issues and the available resources for clearance following a disaster. The clearance and removal of disaster debris from private property is the responsibility of individual property owners. However, as resources permit, the Municipality will collect debris from private property that is piled along the margins of roads and streets.

Quick Reference: Overview of Evacuation Process

Standard Operating Procedures	<ul style="list-style-type: none"> o Refer to LEOP concept of operations (Base Plan) as well as position-based Job Action Sheets and GO! Documents. o The Evacuation Coordinator (ESF 1) or official performing this function has developed a Standard Operating Procedure (SOP) for evacuation protocol. o Reference Traffic Incident Management Plan in appendix
Evacuation Order	<ul style="list-style-type: none"> o The responsibility for ordering evacuation rests with the Municipal Chief Executive Officer, or anyone legally administering that office. o In addition, the Fire Chief or senior fire officer-in-charge (Incident Commander) has statutory authority to order an evacuation. o Reference Traffic Incident Management Plan in appendix
Record Keeping and Tracking the Evacuation	<ul style="list-style-type: none"> o The Evacuation Coordinator is responsible for maintaining complete records and reports associated with tracking the status of evacuation events, including but not limited to evacuation notices, number evacuated, and the number of evacuees in Mass Care/Shelter centers (in conjunction with the Mass Care/Shelter Coordinator).
Functional Needs/Special Needs Populations	<ul style="list-style-type: none"> o The evacuation of “functional needs” populations is specified in the facilities’ own emergency plans. These include rest homes, day care centers, and public and private schools. o The disabled population (hearing/sight/mentally/mobility impaired) should be monitored by the Municipal Health and Medical Coordinator (ESF 8), and the area Visiting Nurses Association. o Prisoners in police holding cells will be the responsibility of the Police Chief. o The EOC will notify local motels and hotels in the affected area. o Hotel guests are assumed to have their own transportation. o Residents and transients without transportation should call the number identified by the EOC.

	<ul style="list-style-type: none"> ○ The LEOP GO! Documents contain contact lists for special groups requiring notification.
Emergency Public Information	<ul style="list-style-type: none"> ○ The Municipal Public Information Officer (PIO) is responsible for keeping the evacuees and the general population informed on evacuation activities. ○ Refer to the ESF-15 Job Action Sheets and GO! Documents for other PIO details.
Mutual Aid Coordination	<ul style="list-style-type: none"> ○ Mutual aid assistance from other communities, volunteer organizations, private agencies, and the State and/or Federal governments will be requested by the Chief Executive Officer and coordinated by the Evacuation Coordinator and the Emergency Management Director.
Evacuation Routes, Pickup, Movement and Return	<ul style="list-style-type: none"> ○ The Evacuation Coordinator will develop and maintain necessary options and appropriate evacuation routes to protect and move people away from the different types of hazards the Municipality faces. ○ The Evacuation Coordinator is responsible for maintaining up-to-date evacuation route maps that depict designated primary and alternate evacuation routes. ○ The primary method of transport during an evacuation will be personal vehicles supplemented by Municipal and, where available, state, vans and buses. Under certain circumstances Municipal emergency vehicles (police cruisers, public works trucks, etc.) may be used. Every effort will be made by the Municipality to have pre-established written agreements with transportation providers re evacuation. ○ The Evacuation Coordinator will identify/designate points in hazard areas for picking up people who need transportation. ○ The Evacuation Coordinator and the Police Chief will develop an evacuation movement control procedure. ○ The Evacuation Coordinator will develop a Standard Operating Procedure (SOP) to outline the provisions that have been made for the return of people to their homes.
Public Safety and Security	<ul style="list-style-type: none"> ○ The Police Chief is responsible for providing access control to the evacuation area(s). The Public Works Director will provide assistance in access control with vehicles and barricades. ○ The Police Chief is responsible for the protection of property in the area(s) that have been evacuated.
Essential Supplies and Equipment	<p>The Evacuation Coordinator will make provisions to move from the evacuation area those essential supplies and equipment items needed to sustain operations and to meet the needs of evacuees.</p> <p>Typical items include:</p> <ul style="list-style-type: none"> ○ Food, water and water trailers ○ Food, carriers, leashes, etc. for animals ○ Medical supplies and sanitation devices ○ Portable generators and lighting devices ○ Gas and diesel fuel ○ Public works equipment and vehicles ○ Police, emergency medical and fire fighting vehicles, etc.

There are three (3) classifications of emergencies with parallel evacuation requirements.	
Limited Incident	A natural or technological disaster requiring the evacuation of one hundred or fewer residents. A limited incident would require an evacuation of short duration. The senior emergency responder at the scene of the incident must decide if evacuation is warranted.
Localized Disaster	A natural or technological disaster limited to one neighborhood or scattered neighborhoods where the effect on residents and property is not widespread so that only the affected neighborhoods need to be evacuated.
Major Disaster	A natural or technological disaster resulting in the general widespread destruction of property throughout the Municipality with the concurrent need for a general evacuation. A large-scale evacuation within the Municipality will require the coordinated efforts of all Municipal departments.
Limited Incident	
<p>The senior emergency responder orders the evacuation of the immediate area. The immediate area is secured by:</p> <ul style="list-style-type: none"> ○ Police ○ Fire Personnel ○ Public Works ○ A combination of the above <p>As required the senior emergency responder may request:</p> <ul style="list-style-type: none"> ○ Transportation for evacuees ○ Shelter for evacuees <p>Transportation and shelter needs will be coordinated through the fire department or Evacuation Coordinator, whichever is on the scene.</p> <p>The Chief Executive's Office will be kept informed of the status of the operation by the senior emergency responder at the scene, or the Evacuation Coordinator.</p> <p>The senior fire officer-in-charge along with any specialist at the scene will determine when it is safe to re-enter the evacuated area.</p>	
Localized Disaster	
<p>The Evacuation Coordinator or Emergency Management Director will coordinate the activities of various Municipal departments relative to the evacuation.</p> <p>As time permits, the Emergency Management Team will advise the Chief Executive Officer whether or not to order evacuation of the threatened area.</p> <p>The Chief Executive Officer will order the evacuation of the threatened area. If time constraints exist, the senior emergency responder at the scene of the emergency will initiate the evacuation.</p> <p>The Evacuation Coordinator will be informed of the decision to evacuate and, based on the decision to evacuate, will:</p> <ul style="list-style-type: none"> ○ arrange required transportation ○ activate Mass Care/Shelter Annex and ○ Keep the Chief Executive Officer informed of the status of operations. <p>The Chief Executive Officer and/or the Public Information Officer (PIO) will prepare and release official instructions and media releases.</p> <ul style="list-style-type: none"> ○ Police Chief and Fire Chief will disseminate alert and warning to evacuate. ○ Police Chief will secure evacuated area and control access to the evacuated area. ○ Fire Chief will rescue as required. 	

- **Public Works Director** and **Fire Chief** will support police in access control as required.
- The **Superintendent of Schools/Board of Education** will evacuate students, staff, and faculty as required by the emergency situation and support evacuation as required.

Evacuation will remain in effect until the Chief Executive Officer declares the end of the emergency. The **Emergency Management Director** will advise the **Chief Executive Officer** when it is safe to return to the evacuated area.

Major Disaster

- The **Chief Executive Officer** will issue a Declaration of a State of Emergency.
- The **Chief Executive Officer** will provide the public with timely and authoritative information on the status of the evacuation.
- The **Superintendent of Schools** will evacuate students, faculty and staff as required and notify the **Chief Executive Officer** of such action through the **Emergency Management Director**.

The **Emergency Management Director** will:

- Will act as liaison for all Municipal departments.
- Activate mass care (ESF 6) protocol as required.

The **Public Works Director** will:

- Maintain vital facilities
- assist police in access control and
- provide transportation support

The **Police Chief** will:

- Alert and warn the public to evacuate and
- Secure the evacuated area and provide security for vital facilities.

The **Fire Chief** will:

- Alert and warn the public to evacuate and assist police in access control.

Hospitals, Nursing Homes and Convalescent Homes will:

- Evacuate all patients that can be evacuated.
- Provide those patients that cannot be evacuated with optimum care and protection.

Utilities will:

- Curtail service to evacuated area.
- Institute and support **Make Safe Protocol for Clearing Blocked Roads**.
- Maintain service to vital facilities.

Job Action Sheet: Evacuation Coordinator (ESFs 1/ 5/13/ 15)

Primary Assignment

Title of Individual Assigned	
Employing Agency/Department	

The individual leading Evacuation Coordination may perform, or direct to be performed, some or all of these tasks, as appropriate. As with other positions, this function may be performed by the EMD or other designated qualified individual as an additional responsibility:

- When notified of an emergency situation, report to the EOC.
- Coordinate all evacuation planning activities with the Emergency Management Director, [ESF 6](#) Mass Care, and [ESF 11](#), Animal Response, as well as with the Incident Commander and/or Unified Command.
- Coordinate implementation of evacuation actions with the appropriate Municipal and state agencies.
- Identify high hazard areas and determine population at risk; prepare time estimates for evacuation of the people in the different risk zones. Prepare a threat summary, based on the Municipality's hazard analysis, to address Municipal evacuation. Typical threats include:
 - Incidents involving facilities that use, store, manufacture, or dispose of hazardous materials and the transport modes (planes, trains, boats, trucks, rail roads, pipelines, etc.) used to move them.
 - Flooding as a result of snow melt, ice jams or torrential rains in flood-prone and/or low lying areas subject to flash floods; coastal and inland flooding caused by tidal surge and rain, and the wind damage associated with hurricanes, tropical storms and nor'easters; flooding of locations downstream from dams.
 - Areas subject to damages from natural threats including high winds, wildfires, seismic activity.
 - Areas or populations subject to potential terrorist or other intentional threats, including those involving explosive, nuclear, chemical, or biological weapons or cyber-attacks.
- Identify transportation resources (e.g., public transit, school buses, etc.) likely to be available for evacuation operations ; prepare an inventory of vehicle resources (public and private buses, public works trucks, trucking companies, truck rental companies, rail services, marine/ferry, air services, ambulance services, etc.); enter into agreements regarding use of these vehicles and services in an emergency.
- Assist facilities and those that provide care for functional needs populations, schools, day care centers, etc... to develop an evacuation plan.
- Coordinate with PIO, ESF 6 Mass Care, and the EMD to develop and disseminate information for potential evacuees' use on the availability and location of Mass Care/Shelter facilities.

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

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ESF-2 Position Aids

The following Position Aids are available to assist those supporting ESF-2 functions

<i>Job Action Sheet: ESF-2 Communications</i>	115
<i>Job Action Sheet: Communications Unit Coordinator (ESF 2)</i>	117
<i>Job Action Sheet: Warning Coordinator (ESF-2/ESF-15)</i>	119
<i>GO! Documents: ESF-2 Communications</i>	121

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-2 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each **Job Action Sheet** allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related **Job Action Sheets**. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-2 Communications

ESF-2 Lead

ESF-2 supports the restoration of the Municipal communications infrastructure, facilitates the recovery of systems and applications from cyber-attacks, and coordinates local communications support to response efforts. ESF-2 also provides communications support for first responders when their systems have been impacted.

Title of Individual Assigned	
Employing Agency/Department	
ESF-2 duties include but are not limited to : <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command/EMD, as appropriate/directed. ○ Establish and maintain interoperable communications procedures within the Municipality and with external partners (including ARES, etc.) ○ Ensure that all voice telecommunications systems needed to support EOC operations are fully operational. ○ <i>Ensure that all data systems needed to support the EOC operations are fully functional.</i> ○ <i>Ensure that all operators are familiar with procedures for using/operating equipment.</i> ○ Identify redundant communications systems available for use. ○ Maintain a Standard Operating Procedure (SOP) on the local emergency notification system (if applicable). ○ Provide oversight of communication systems within the incident management and response structures. ○ Coordinate with telecommunications and information technology providers on the restoration and repair of telecommunications infrastructure. ○ Coordinate with Municipal telecommunications and information technology providers. ○ Protect, restore, and sustain communications equipment that supports the EOC, as well as cyber and information technology resources. ○ As directed, supervises/directs communications assets and functions within the EOC. ○ Assure sufficient warning systems are operable (working with EMD, PIO and Warning Coordinator.) ○ Coordinate communications with local dispatch, the EOC, local Amateur radio operators (ARES,) etc. ○ Follow established procedures and radio protocol for voice transmissions and message handling. ○ Screen and log information when appropriate, and route incoming calls to the appropriate section in the EOC. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 2

List of Potential Internal Departments (Community)/External Organizations and Role	Indicate Whether Primary or Supporting Agency
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911 PSAP/Regional 911 Center	○ Receive and process requests for Emergency Service, route non-emergency requests for service to the Municipal EOC.	Primary
Amateur Radio Emergency Services (ARES)	○ Provide communications infrastructure to support local operations, when able and requested.	Supporting
Regional Emergency Planning Team (REPT)	○ Provide communications resources as requested and available from regional assets.	Supporting
Connecticut Department of Emergency Services and Public Protection: DEMHS DSET	○ Provide technical assistance and communications resources as requested and available from State and coordinate with Federal partners for communications assets.	Supporting
Communications Vendors (Radio Service shops, Telephone Contractor, Internet Service Provider)	○ Provide repair service and technical assistance to restore the Municipalities' voice and data systems.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Communications Unit Coordinator (ESF 2)

Primary Assignment

Responsible for the management of all emergency communications operations systems and protocols ([ESF-2](#)). May serve on the CEO's Unified Command and/or report to EMD.

Title of Individual Assigned	
Employing Agency/Department	

The individual leading Communications Coordination may perform, or direct to be performed, some or all of these tasks, as appropriate:

- When notified of an emergency situation, report to the EOC.
- Create and institute an ICS Form 205 Incident Communications Plan for the Incident, in conjunction with representatives from the Municipal departments and public service agencies involved in emergency operations responsive to the Municipality's needs and compatible with the communications procedures used by emergency responders.
- Manage the [ESF 2](#) emergency communications in the EOC, and supervise staff assigned to it (see specific tasks below).
- Support public information communications operations, as needed.
- Identify key operating personnel and record on the Form ICS 205A Incident Communications List for each operating period.
- Identify and maintain a list of communications and warning resources within the Municipality for use at the EOC or elsewhere.
- Identify and designate private and public service agencies, personnel, equipment, and facilities that can be used to augment Municipal communications and/or warning capabilities.
- Survey communications equipment sites within the Municipality for power sources and locations.
- Analyze equipment locations in relation to potential hazards and disaster conditions.
- Coordinate use of emergency communications and warning frequencies and procedures with other Municipal EOCs and the State EOC.
- Identify repair capabilities available under emergency conditions and coordinate repair and maintenance activities for local response equipment
- Arrange training programs and participation in exercises for all communications staff, including volunteers and repair personnel.
- Ensure the emergency communications section in the EOC is equipped with the appropriate communications assets.
- Develop and maintain a notification procedure to alert emergency response personnel, neighboring communities, and the DESPP/DEMHS Regional Coordinator and the State EOC of an emergency situation.
- Coordinate with radio operators and other [ESF-2](#) personnel to incorporate local radio communications procedures in EOC operations.
- Test State High Band VHF Radio System with DEMHS Regional Office.
- Test Portable and Control Station radios.
- Test EOC Internet Connectivity.
- Test EOC Voice Systems
- Test EOC Desktop and/or Laptop Computers

- Test as appropriate any locally controlled alerting system
- Log on and insure connectivity to WebEOC
- Ensure that contact numbers to obtain service on EOC equipment are up to date and available.
- Establish liaison with adjacent Municipality COMCs
- Establish Liaison State and Regional COMCs

Job-Specific Duties

Tasks		Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: Warning Coordinator (ESF-2/ESF-15)

Primary Assignment

In coordination with Communications Coordinator and Public Information Officer, the individual leading Warning Coordination advises the Emergency Management Director and Chief Executive Officer/Unified Command regarding the potential need for emergency warning(s) and then implements warning(s). As with other positions, these duties may be performed by the EMD or other appropriately trained individual.

Title of Individual Assigned	
Employing Agency/Department	
<p><u>The individual leading Warning Coordination may perform, or direct to be performed, some or all of these tasks, as appropriate:</u></p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC. ○ Implement call-down rosters to alert emergency responders, emergency management staff, or provide situation updates. ○ Determine warning resource requirements. ○ Coordinate planning requirements and response activities with the EOC Manager. ○ Coordinate with the Local PSAP for Everbridge Emergency Notification System (ENS) Use. ○ Identify warning system resources in the Municipality that are available to warn the public. ○ Work with the Public Information Officer to develop emergency information messaging and emergency instructions for the public to be disseminated in a number of ways, including social media ○ Identify areas to be covered by fixed-site warning systems. ○ Develop procedures to warn areas not covered by existing warning systems. ○ Develop special warning systems for those with functional needs, including hearing and sight impairment, and those for whom English is not the primary language. ○ Develop means to give expedited warning to custodial institutions (e.g., nursing homes, schools, day care centers, prisons). ○ Coordinate warning requirements with the State Warning Officer ○ Activate public warning systems, including the Municipal emergency notification system. Implement contingency plans to provide warnings if established warning system fails to work. ○ Coordinate warning frequencies and procedures with the Municipal EOC, State EOC, and neighboring private and public sector EOCs. ○ Develop a chart of various warning systems, applicability to various hazards, and activation procedures. ○ Develop and maintain phone, email, radio frequency, or other contact lists for notifying emergency response personnel, neighboring communities, and the DESPP/DEMHS Regional Coordinator of an emergency situation. ○ Develop and maintain a phone list or other means for warning special locations, such as schools, hospitals, nursing homes, major industrial sites, institutions, and places of public assembly. ○ Responsible for getting damaged warning equipment repaired or replaced. Mobile public alerting devices are the responsibility of the departments to which the vehicles are assigned. 	

- Responsible for negotiating agreements for the use of private service agencies, personnel, equipment and facilities to augment the Municipality's warning capabilities. As with other Municipal agreements, the CEO has final authority over the execution of these agreements.
- If multiple incidents develop, ensure that each Incident Commander has adequate access to the local warning system.
- Identify public and private service agencies, personnel equipment, and facilities that could be called upon to augment the Municipality's warning capabilities.
- Ensure that appropriate tests of Public Warning systems take place.
- Ensure that all identified participants in the Warning System are familiar with procedures
- Ensure that special warning lists are up to date and valid.
- Ensure that warning system and repair service providers have made provisions for emergency response.

Job-Specific Duties

Tasks		Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-2 Communications

The pages that follow contain materials used by the Municipality in support of ESF 2.

INCLUDE, FOR EXAMPLE: MUNICIPAL WARNING AND NOTIFICATION SYSTEMS, INCLUDING DIAGRAM OF MUNICIPAL COMMUNICATIONS SYSTEM, RADIO FREQUENCIES, CHANNELS USED IN MUNICIPALITY, LOCATIONS AND TYPES OF COMMUNICATIONS ASSETS, INCLUDING CONTACT INFORMATION, LINKS TO STANDARD OPERATING PROCEDURES FOR IMPLEMENTATION OF ESF 2 FUNCTIONS, INCLUDING ACTIVATION AND USE OF PERSONNEL AND EQUIPMENT, CONTACT INFO FOR MUNICIPAL AGENCIES' COMMUNICATIONS PERSONNEL

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Job Aid: ESF-2 Communications

An emergency or disaster can affect the Municipality in such a way as to require a communications capability beyond the normal capacities of the equipment possessed by the Municipality.

A Communications Quick Reference is included below and identifies local radio, back-up, and alternate system information.

Each department or agency having a radio system will designate personnel to maintain and operate their system, and to maintain a communications link to the Emergency Operations Center (EOC).

Under certain circumstances, requests may be made through the DEMHS Regional Office for state assistance to augment Municipal communications capability.

The Municipality may utilize the services of the Amateur Radio Emergency Services (ARES). ARES may be available when an emergency is active and during the immediate aftermath if the EOC needs communications support. ARES is typically deactivated after an emergency situation has been controlled.

If ARES personnel are not available, assistance from other public service and/or private organizations with trained operators may be requested.

Use of interoperability resources will be in accordance with the Regional Tactical Interoperable Communications Plan, and as necessary with the "Emergency Communications and Warning Annex of the Connecticut State Response Framework."

The Incident Radio Communications (ICS 205 Form) and Communications List (ICS 205A) or equivalent means will be used to document radio communication frequencies used for/during an incident.

Prior to an event, as part of planning, available communications resources will be documented using the ICS 217 Form "Communications Resource Availability Worksheet, and updated annually, or as conditions

require. ICS 205, ICS 205A and ICS 217 Forms are included in the **GO! Documents** Forms section for quick reference.

Quick Reference: Warning Point/System Details

The Municipality's Warning Point has established Standard Operating Procedures (SOP), incorporated herein by reference, to ensure rapid dissemination of emergency/disaster watches, alerts and warnings to government officials and the public. The procedures provide necessary authority for the Warning Point to activate warning devices in the event of an accidental missile launch, or peacetime emergency situations. Additionally, the procedures provide for the regular testing of the warning system, and ensure that Warning Point personnel are properly trained. This **GO! Document** provides a quick reference in an emergency for summarizing the resources available and general procedures.

[illegible]

Map: Warning System Coverage

[INSERT A MAP SHOWING THE WARNING SYSTEM WITH LOCATIONS OF SYSTEM DEVICES AND THE COVERAGE FROM EACH DEVICE.]

Contacts – Public Information: Special Locations Requiring Direct Contact of Public Alerts/Notification (Warnings)

In an effort to protect sensitive information, detail for emergency operations contact lists are maintained on file at the Municipality's EOC and with the CT DESPP/DEMHS Regional Office under separate cover. As appropriate, this information may be maintained on hand by designated emergency operations personnel as well.

Public Information: Special Location Requiring Direct Contact of Public Alerts/Notifications (Warnings)				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF-3 Position Aids

The following Position Aids are available to assist those supporting ESF-3 functions

ESF-3 POSITION AIDS	124
<i>Job Action Sheet: ESF-3 Public Works and Engineering</i>	125
<i>Job Action Sheet: Public Works Director (ESF-3)</i>	127
<i>GO! Documents: ESF-3 Public Works and Engineering</i>	128
<i>Quick Reference: Contracted Services for Debris Management Checklist</i>	143

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-3 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for ESF-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These ESF Job Action Sheets should be read with the related Position Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-3 Public Works and Engineering

This Job Action Sheet provides a list of typical ESF-3 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-3 Lead

ESF-3 coordinates and organizes the capabilities and resources of the Municipality to facilitate the delivery services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident requiring a coordinated local response.

Title of Individual Assigned	Public Works Director or designee	
Employing Agency/Department	City of Torrington Public Works	
ESF 3 duties include but are not limited to : <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. ○ Prioritize emergency repair and restoration of transportation infrastructure with ESF-1. ○ Prioritize emergency repair and restoration of Municipal facilities and other infrastructure. ○ Maintain Municipal fuel supplies and other resources necessary to respond and recovery. ○ Obtain and maintain Municipal equipment and repair and restoration resources. ○ Provide for engineering services and construction management as needed. ○ Coordinate emergency contracting support for life-saving and life-sustaining services. ○ Prioritize and coordinate disaster debris management with ESF-1 (if applicable). ○ Coordinate with ESF-12 on implementation of the Make Safe Protocol, including prioritizing road clearing based on emergency routes. ○ Coordinate and support infrastructure risk and vulnerability assessments, including school security assessments. ○ Coordinate with ESF -10 on supporting the response to a potential hazard materials release. ○ Arrange for engineering services and construction management. ○ Coordinate with ESF-7 Resource Management to provide resources and support emergency contracting for life-saving and life-sustaining services. ○ Perform infrastructure damage assessments. ○ Track hours and costs of personnel and equipment in connection with emergency, following FEMA requirements. ○ Maintain Daily Activities Log. 		

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF-3

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Public Works Department		Primary
Highway Department		
Transfer Station		
CT Department of Energy and Environmental Protection (DEEP)	As necessary, provide technical assistance and materials including equipment as requested.	Supporting
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and arrange for mutual aid as requested.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Public Works Director (ESF-3)

Primary Assignment

Manages public works resources and directs public works operations (e.g., water supply/treatment, road maintenance, trash/debris removal).

Title of Individual Assigned	Public Works Director or designee
Employing Agency/Department	City of Torrington Public Works

The Public Works Director may perform, or direct to be performed, some or all of these tasks, as appropriate:

- When notified of an emergency situation, send response teams/personnel, equipment, materials and vehicles to the emergency site, staging areas, or other locations.
- Perform IC duties at the emergency scene, if appropriate.
- Identify Public Works IC and establish an Incident Command Post, and assign appropriate personnel to IC staff.
- Notify the CEO, EMD and/or EOC of the situation.
- Send a senior ESF-3 representative to the Unified Command or to the EOC, when the EOC has been activated during an emergency.
- Perform debris removal operations.
- Assist in search and rescue efforts.
- Conduct damage assessment activities, and maintain records of personnel and equipment in order to support possible FEMA disaster assistance.
- Provide emergency generators, fuel, lighting, and sanitation to support emergency responders at the emergency scene and at the EOC.
- Assist in the evacuation of people at risk, including those with functional needs or language barriers.
- Coordinate with utility companies and contractors to first open roads and “make safe” and then with power restoration, including shutdown and service restoration.
- Coordinate with private sector companies for use of resources in public works related operations.

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-3 Public Works and Engineering

The pages that follow contain materials used by the Municipality in support of ESF 3.

Contact List will be kept in ESF 3 book in the EOC

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Quick Reference: Debris Management-Specific Job Functions/Considerations

All Municipal Agencies	<ul style="list-style-type: none"> Emergency communications related to debris management will follow the protocols contained in the LEOP. Following is a diagram of the emergency communications system. The head of each Municipal department with responsibilities for dealing with the clearance, removal, storage, processing, and final disposal of disaster debris will ensure that they and all personnel within their department receive adequate training to enable them to perform in an efficient and safe manner.
Chief Executive Officer	<ul style="list-style-type: none"> The Chief Executive Officer is responsible for overseeing disaster debris management within the Municipality. Elements of this responsibility may be delegated to staff, who will receive policy guidance from, and will report to, the Chief Executive Officer. The Chief Executive Officer may declare a state of emergency and impose limitations on travel in general and specifically to areas considered too dangerous to allow public access. The LEOP provides additional guidance regarding the declaration of a state of emergency. The Chief Executive Officer also may seek assistance from other governmental jurisdictions, as outlined in the LEOP. If necessary, the Chief Executive Officer may order evacuations, as described in the LEOP, and may order the opening of mass care facilities as indicated in the plan. The Chief Executive Officer has the responsibility to determine if and when the Municipality requires supplementary equipment and personnel to cope with the debris resulting from a significant or major disaster. In consultation with a Unified Command including the Emergency Management Director, the Public Works Director, the official in charge of Solid Waste Management, the Finance Director, and the Attorney, the Chief Executive Officer will determine the type and level of external assistance required and the preferred source(s) of such aid. The Chief Executive Officer may delegate to appropriate Municipal officials responsibility for implementing the decision to seek external assistance to supplement Municipal resources.

	<ul style="list-style-type: none"> ○ The Chief Executive Officer will determine the level of mutual aid available from other governmental entities. ○ The Chief Executive Officer also may seek additional assistance from the State of Connecticut via the appropriate DESPP/DEMHS Regional Coordinator/Office.
Emergency Management Director (ESF 5)	<ul style="list-style-type: none"> ○ The Emergency Management Director will monitor the situation with respect to debris issues and management. ○ The Emergency Management Director will evaluate the implications of debris issues and will brief the Chief Executive Officer on needs and on actions undertaken or proposed to deal with debris. ○ In particular, the Emergency Management Director will assess the extent to which debris negatively affects public safety and the Municipality's overall response to the disaster. ○ The Emergency Management Director will monitor and coordinate health and safety aspects of the response to disaster debris and will advise the Chief Executive Officer on issues and courses of action. ○ The Emergency Management Director will work with the Finance Director, Public Works Director and other appropriate Municipal officials to ensure that all local, state, and federal contracting requirements are met with regard to Municipal repairs and debris management in order to be eligible for disaster assistance.
Public Works Director (ESF 3)	<ul style="list-style-type: none"> ○ The Public Works Director will have primary responsibility for managing the clearance, collection, and removal of debris. ○ When so authorized, the Public Works Director will supplement Municipal forces with equipment and personnel provided by contractors. ○ In carrying out these responsibilities, the Public Works Director will coordinate with the official performing the Solid Waste Manager and will report to and coordinate with the Chief Executive Officer and the Emergency Management Director. ○ The Public Works Director will assure that debris clearance and removal are conducted in the safest possible manner by Municipal personnel or contractors retained by the Municipality. ○ It is the policy of the Municipality to follow Make Safe Protocol for Clearing Blocked Roads for debris containing downed power lines to avoid an electrical hazard. ○ As necessary, the Public Works Director will coordinate with Municipal agencies, emergency support functions (ESFs), utilities, private contractors engaged by the Municipality, State of Connecticut personnel, Amtrak, and federal officials to facilitate a safe and effective program to collect and remove disaster debris.
Solid Waste Management (ESF 3)	<ul style="list-style-type: none"> ○ The Solid Waste Manager, or Municipal official performing that function, will be responsible for the temporary storage, processing, and ultimate disposal of debris. ○ The Solid Waste Manager will be responsible for managing the disposal of debris. This function will include temporarily storing debris, sorting and

	<p>classifying debris, recycling, energy recovery, volume reduction, and transfer of debris to a facility outside the Municipality.</p> <ul style="list-style-type: none"> ○ When so authorized, the Solid Waste Manager will supplement Municipal forces with equipment and personnel provided by contractors. ○ In carrying out these responsibilities, the Solid Waste Manager will coordinate with the Public Works Director and will report to and coordinate with the Chief Executive Officer and the Emergency Management Director. ○ The Solid Waste Manager will assure that the storage, processing, and final disposal of disaster debris are conducted in the safest possible manner.
Health and Medical Coordinator (ESF 8)	<ul style="list-style-type: none"> ○ In accordance with the LEOP, the Health and Medical Coordinator will evaluate the public health implications, whether direct or indirect, from the debris following a disaster and will advise the First Selectman on appropriate actions to protect the public and emergency workers.
Fire Chief (ESF 4)	<ul style="list-style-type: none"> ○ The Fire Department will evaluate the debris for possible hazardous materials. ○ Should hazardous materials be found, the departments will proceed to deal with these under the guidance of the standard operating procedures of the individual departments. ○ The Fire Departments also will, as necessary, perform their primary fire-fighting and rescue duties.
Police Chief (ESF 13)	<ul style="list-style-type: none"> ○ The Police Chief will provide for traffic control and security to protect the public and emergency workers. ○ The Police Chief will enforce any travel restrictions or limitations on access to certain areas. ○ The Police Department also will provide security to any mass care shelters that are opened.
Public Information Officer (PIO)(ESF 15)	<ul style="list-style-type: none"> ○ The Public Information Officer will issue informational press releases and public safety notices, as directed by the First Selectman and/or the Emergency Management Director. ○ The Public Information Officer, at the direction of the Chief Executive Officer or Emergency Management Director, will periodically prepare and issue public safety announcements and public information bulletins. ○ These activities will be conducted in accordance with the Municipality's Emergency Operations Plan, particularly relating to emergency public information. ○ Refer to GO! Documents ESF-15 in the Municipality's Emergency Operations Plan (EOP)
Finance Director (ESF 7)	<ul style="list-style-type: none"> ○ The Finance Director will oversee the engagement of contractors to supplement Town resources. ○ The Finance Director will work with Emergency Management Director, Public Works Director and other appropriate Municipal officials to ensure that all local, state, and federal contracting requirements are met with regard to Municipal repairs and debris management in order to be eligible for disaster assistance.

Attorney	<ul style="list-style-type: none"> ○ The Attorney will provide such legal services as may be needed during the course of operations.
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Quick Reference: Overview of Debris Management Process

<p>When an event likely to produce significant amounts of debris is anticipated or forecast, the Public Works/Solid Waste Director(s) will take the following preparatory actions:</p>	
○	Other Municipal officials and departments also will initiate preparations in accordance with the LEOP. (This outline is not comprehensive or exclusive. Municipal officials will use their best judgment as to other actions appropriate in advance of the expected event.)
○	Monitor the approach of the event and assess its likely impact.
○	Confer with the Chief Executive Officer and the Emergency Management Director to evaluate the anticipated situation and to agree on appropriate response actions.
○	Review with department personnel standard operating procedures for the safe and effective clearance, removal, storage, and processing of debris.
○	Complete staff arrangements for responding to the event, including duty assignments and provisions for resting and feeding workers.
○	Prepare equipment, communications, and supplies for dealing with the incident.
○	As appropriate, preposition equipment and staff at several locations throughout the Municipality.
○	As necessary, execute contracts with pre-qualified contractors for equipment and/or personnel to supplement Municipal resources. Ensure that all applicable local, state, and federal contracting requirements are met.
○	Secure any local, state or federal permits or authorizations anticipated to be required but not yet obtained.
○	Establish coordination with appropriate Municipal officials, fire and police departments, utility companies, the Connecticut Department of Emergency Services and Public Protection Division of Emergency Management and Homeland Security (DEMHS/DESPP) Regional Coordinator/Office, the Connecticut Department of Transportation (CT DOT), the Connecticut Department of Energy and Environmental Protection (CT DEEP), and Amtrak.
○	Time and resources permitting, the Public Works Department will remove or trim any trees that pose a serious risk of damaging critical infrastructure should they fall.
Post-Event Response Operations	
○	It is assumed under this worst case scenario (a Category 3 hurricane) that debris clearance operations cannot be conducted safely during the storm. When storm conditions have improved, the following actions will be initiated by the Chief Executive Officer , following consultation with the Public Works/Solid Waste Director(s) . (The list of actions below is not comprehensive or exclusive. Municipal officials will use their best judgment as to other appropriate actions.)
○	If such actions have not already been taken, the Chief Executive Officer , after consulting with the Emergency Management Director and other officials, will determine whether to declare a state of emergency and/or to order evacuation of specific areas of the Municipality. (Refer to other sections of LEOP for guidance in declaring a state of emergency and evacuations.) It is assumed that in the event of a Category 3 hurricane, emergency shelters will be opened prior to the onset of the storm.

	<ul style="list-style-type: none"> ○ The Chief Executive Officer, after consultation with the Emergency Management Director, and the Public Works/Solid Waste Director, will determine whether to request, via the DESPP/DEMHS Regional Coordinator, state assistance in the clearance and removal of disaster debris.
	<ul style="list-style-type: none"> ○ To the extent possible, the Public Works Director will assess the volume and nature of debris within the Municipality and will evaluate the range of priority actions to be initiated. Unless conditions on the ground dictate otherwise, those transportation routes and infrastructure identified as Critical Priority or Very High Priority in the LEOP or other document will have precedence for the clearing and removal of debris. The initial focus will be on clearance, with the removal of debris to a debris management site beginning at a later stage of the recovery process.
	<ul style="list-style-type: none"> ○ The Public Works Director will manage debris clearance and removal efforts under the department's standard operating procedures. Such work will be carried out with due consideration for the safety of both the public and emergency workers.
	<ul style="list-style-type: none"> ○ If some debris is known to contain or is suspected of containing hazardous materials, the Public Works Director will order clearance and/or removal of such debris suspended until the hazardous materials are safely removed by qualified personnel or it is determined that the debris does not contain hazardous materials. Where the presence of hazardous materials is known or suspected, the Public Works Director will contact the appropriate Fire Department to respond to the situation. In so doing, where applicable the Fire Department will follow the protocols in the LEOP for hazardous materials response. As appropriate, the CT DEEP will be notified of the situation and immediate response.
	<ul style="list-style-type: none"> ○ As necessary, the Public Works Director will deploy equipment and personnel provided by contractors. The performance of contractors will be monitored to assure compliance with safety standards, adherence to contract terms, and adequate and accurate record keeping. Federal contracting requirements will be met if federal disaster assistance is expected.
	<ul style="list-style-type: none"> ○ The Solid Waste Manager or official performing this function will oversee the temporary storage, processing, and final disposal of disaster debris at debris management sites. (See debris management sites discussion.)
General	<p>Recovery operations will entail the collection of debris, its removal to one or more debris management sites for temporary storage and processing, and the disposal of debris through a variety of means. Recovery operations will begin as soon as response operations have reached a point where personnel and equipment can be shifted from clearance to collection, removal, processing, and disposal efforts. The decision to commence recovery operations will be made by the Chief Executive Officer, upon the advice of the Public Works Director / Solid Waste Manager.</p>
Responsibility	<p>The Public Works Director will manage the collection and removal of debris to debris management sites. The Solid Waste Manager will manage the storage and processing of debris at the debris management sites and the ultimate disposal of debris.</p>
Staffing	<ul style="list-style-type: none"> ○ It is assumed that a Category 3 hurricane (the worst case design storm) will exceed the Municipality's response resources. Therefore, the Municipality will have to utilize contractors and assistance from the State of Connecticut during both the response and recovery operations.

	<ul style="list-style-type: none"> ○ The assignment of Municipal personnel and equipment and the deployment of contractor forces will be the responsibility of the Public Works Director in the case of debris clearance and collection and of the Solid Waste Manager with respect to the temporary storage, processing, and final disposal of debris. ○ In conducting these activities, the Public Works Director and the Solid Waste Manager will utilize departmental standard operating practices, as may be modified by any requirements imposed by state or federal regulations, permits or grant contracts.
Collection Methods	<ul style="list-style-type: none"> ○ Curbside collection by Municipal staff or contractors will be the principal means of collecting disaster debris. ○ Resources permitting, the Municipality will collect debris from private property that is piled along the sides of roads and streets. ○ If conditions on the ground make it practicable, the Municipality will ask property owners to segregate by type all debris they place along roads and streets for Municipal pickup. ○ AS A GENERAL POLICY, THE MUNICIPALITY WILL NOT REMOVE DEBRIS FROM PRIVATE PROPERTY. ○ While the Municipality will operate one or more debris management sites, access to these will be restricted to trucks operated by the Municipality, by contractors hired by the Municipality or by waste haulers approved by the Municipality.
Collecting Hazardous Waste (ESF 10)	<ul style="list-style-type: none"> ○ The Solid Waste Manager will be responsible for managing the collection and disposal of hazardous waste. ○ Significant amounts of hazardous wastes will be dealt with by appropriately licensed contractors retained by the Municipality or some other governmental entity. ○ Collection, treatment, and ultimate disposal will depend upon the nature of the waste and the setting within which it is located. ○ Decisions by the Municipality regarding the handling of hazardous waste will be made in consultation with the CT DEEP. ○ Property owners will be instructed to retain small amounts of household hazardous waste until a local or regional household hazardous waste day can be scheduled at a central point. ○ Wastes then will be received by an appropriately licensed contractor for removal from the Municipality.
Collecting White Goods	<ul style="list-style-type: none"> ○ The Public Works Director will be responsible for the collection of white goods. ○ White goods will be collected by Municipal staff or by contractors hired by the Municipality. ○ White goods will be collected separately from the woody debris or demolition and construction materials. ○ As a result, property owners may be asked to store their white goods for some period of time prior to collection. ○ In such collection, care will be taken to prevent the leakage of any potentially hazardous liquids or gases.

	<ul style="list-style-type: none"> ○ Collected white goods will be delivered to a designated debris management site for storage and processing. ○ The Solid Waste Manager will be responsible for the processing and final disposal of collected white goods. ○ Processing will include the safe removal and appropriate disposal of any rotted contents and hazardous liquids or gases. ○ To the extent possible, metals contained in the white goods will be recycled.
Monitoring	<ul style="list-style-type: none"> ○ The Public Works Director will designate staff to monitor the performance of contractors in the clearance, collection, processing, and disposal of disaster debris. . Federal contracting requirements will be met if federal disaster assistance is expected. ○ The intent of the monitoring program will be to assure that contractors comply with safety standards, adhere to contract terms, and maintain adequate and accurate records. ○ If the Municipality resources to monitor contractor performance are insufficient, the Municipality will hire qualified monitors on short-term contracts. ○ Alternatively, the Municipality will engage a qualified firm to independently monitor the performance of all contractors performing debris response or recovery operations for the Municipality. Again, Federal contracting requirements will be met if federal disaster assistance is expected. <ul style="list-style-type: none"> ○ The monitors will be responsible to: <ol style="list-style-type: none"> 1. Measure and certify truck capacities and to recertify periodically. 2. Certify hazardous trees. 3. Complete and control load tickets. 4. Ensure that trucks are accurately credited for their loads 5. Ensure that trucks are not artificially loaded to maximize reimbursement through such means as wetting the load or not compacting the debris. 6. Ensure that hazardous materials are not mixed in loads. 7. Ensure that all debris is removed from trucks at the debris management site. 8. Ensure that only debris specified in the scope of work is collected and identify work that is potentially eligible or ineligible for reimbursement. 9. Ensure daily loads meet permit requirements. 10. Ensure that work stops immediately in an area where human remains or potential archeological deposits are discovered. 11. Report to the Municipality's Public Works Director or the Solid Waste Manager if: --improper equipment is mobilized and used; -- safety standards are not followed; --completion schedules are not met; --debris removal work does not comply with all local, federal and state regulations, permits or grant contract terms. 12. Monitor site development and restoration of the debris management site(s).

Job Aid: Damage Assessment Process

Initial or Pre-assessment Damage Assessment

- The purpose of Initial or Pre-Assessment Damage Assessment is to gather information on the nature, magnitude and scope of an incident.
- Municipalities should Begin to collect information to prepare Damage assessments during the response phase of an incident.
- Following a disaster, the State may distribute both Individual Assistance (IA) and Public Assistance (PA) Pre-Assessment forms to impacted communities. Towns are asked to perform an in-field “windshield survey” of impacted communities and other infrastructure that may have sustained damage as a result of the disaster/emergency. The information obtained from these damage assessments is used to provide situational awareness about the extent of impacts, and to guide decision-makers in prioritizing needs and requesting resources.
- Town Damage Data Collection (Individual Assistance/Small Business Administration Disaster Loans):
 - Windshield survey of residences and businesses
 - Keep a log of calls received by public works and/or the fire department from residents for basement pumping, bulky waste pickup for damaged items etc.
 - Encourage residents and business owners to document damage with photos
- Town Damage Data Collection (Public Assistance):
 - Windshield survey
 - Document damage with photographs (with date/time stamp), describe nature of damage, location (GPS Coordinates), preliminary estimate of cost to repair
 - Survey Department Heads for disaster related:
 - Overtime costs (actual and projected)
 - Materials/Supplies (used and/or to be used)
 - Damage to buildings
 - Damage to equipment
 - Insurance coverage – including deductibles
 - Damages and the costs of repair/clean up by FEMA categories (see attached worksheet)

IA/PA Damage Assessments

Additional tools and information regarding the IA/PA damage assessment process can be found at the following

link:<http://www.ct.gov/demhs/cwp/view.asp?a=4062&q=287958&demhsNav=1>

FEMA/State Joint Preliminary Damage Assessment (PDA)

- Based on the information collected during the pre-assessment process, if there appears to be sufficient damages to meet or exceed indicators for federal disaster assistance, a recommendation may be made to the Director to request a FEMA/State joint Preliminary Damage Assessment (PDA).
- The joint Federal/State preliminary damage assessment focuses on damages to individual homes (IA), businesses (SBA), public facilities (PA), the infrastructure and the extent to which the immediate emergency needs are being met.
- The PDAs will be coordinated with the local Municipalities.
- The most impacted areas will be assessed first.

- PDAs may be held on Municipal, state impacts (Public Assistance), residential properties (Individual Assistance) and business impacts (Small Business Administration).
- PDA teams for Individual Assistance and business impacts will consist of: FEMA, State (DESPP/DEMHS), Red Cross, State Department of Insurance, Department of Economic and Community Development, Small Business Administration.
- PDA teams for Public Assistance will consist of: FEMA, State (DEMHS), Department of Transportation, Department of Energy and Environmental Protection (DEEP).
- During and at the conclusion of the PDA, DESPP/DEMHS and FEMA will analyze the data to determine whether the extent of damages warrants a request by the Governor for a major disaster declaration.

Job Aid: Formula - Army Corps of Engineers Formula for Calculation of Debris

A typical breakdown of 15,000 cubic yards of debris resulting from a disaster is 30% (4,300 CY) clean woody debris and 70% (10,700 CY) of mixed construction and demolition debris.

However, the types of debris could vary considerably from this rule of thumb, depending on the many variables of the disaster.

Based on the relative distribution of households throughout the Municipality,

we have estimated the volume of debris for each of the Municipality's residential neighborhoods. This analysis, summarized below, indicates that the sections of the Municipality most likely to generate large quantities of debris under the disaster scenario described above are the outlying residential areas.

Army Corps of Engineers Website

This formula for the calculation of debris was determined by the Army Corps of Engineers. Documentation supporting this formula and other resources regarding debris management can be found at the following link:

<http://www engl ink.usace.army.mil/igp/index.html>

Municipality Neighborhoods	Estimated Volume of Debris (Cubic Yards)
TOTAL:	

Quick Reference: Priorities for the Clearance and Removal of Debris

Rigid priorities for managing the clearance and removal of disaster debris are not realistic. In the event of an actual disaster, these priorities may need to be adjusted by responsible Municipal officials to respond to conditions on the ground.

1. The many variables that will affect the volume and distribution of debris within the Municipality following a disaster limit our ability to model a scenario upon which to establish debris clearance priorities.
2. However, it is possible to identify transportation routes, other infrastructure, and neighborhoods critical to the functioning of the Municipality.
3. Based on this, general priorities can be assigned for the clearance and removal of debris.
4. The priorities set forth below are intended to provide a structure for debris management planning and operations.
5. They should be reviewed periodically and revised as necessary. The priorities are subject to modification in response to the actual debris conditions resulting from a disaster affecting the Municipality.

Priority should be given to:

6. locating and rescuing any individuals trapped within debris;
7. clearing and reopening major transportation routes serving the Municipality;
8. providing access to and clearing the sites of infrastructure critical to the safety and health of the Municipality's population and to the continuity Municipality government (examples include: City/Town Hall, emergency operations center, emergency shelters, police department, fire departments, schools, solid and liquid waste facilities, and debris management sites);
9. Providing access to/from and within the major neighborhoods in the Municipality (these include: business districts, the beach areas, lake areas, villages and outlying residential areas.).

Critical Priority	<p>US Routes and CT Routes 4, 8, 183, 202, 272 are of Critical Priority. Collectively, they link together the major neighborhoods within the Municipality and connect the Municipality with other Municipalities. Additionally, these highways provide access to such essential Municipality infrastructure as the [[ADD MUNICIPAL INFORMATION HERE.]</p> <p>Vital Municipality infrastructure with Critical Priority for debris clearance includes the following. (Note: The following list is not ranked in order.)</p> <ol style="list-style-type: none"> 1. Charlotte Hungerford Hospital 2. WPCA- 3. Torrington Water Company 4. Eversource 5. Torrington Police Department 6. Torrington Fire Department 7. Campion Ambulance 8. Vogel Wetmore School and Torrington Middle School
Very High Priority	<p>The following transportation routes have Very High Priority for debris clearance because they provide access beyond the Municipality, to/from</p>

	<p>neighborhoods within the Municipality or to vital Municipality infrastructure. (Note: The following list is not ranked in order.)</p> <ol style="list-style-type: none"> 1. CT Routes 4, 8, 183, 202, 272
High Priority	<p>The following transportation routes have High Priority for debris clearance because they facilitate movement to/from and within significant neighborhoods or serve as secondary connectors between neighborhoods. (Note: The following list is not ranked in order.)</p> <ol style="list-style-type: none"> 1. CT Routes 4, 8, 183, 202, 272 2. Winthrop/Charles 3. Highland Ave. 4. Water Street 5. Church Street 6. Migeon Ave 7. Franklin St /Eversource 8. Kennedy Drive
Other Priorities	<p>The clearance of debris from all other local roads and streets will be based on an assessment of public safety and health issues and the available resources for clearance following a disaster.</p> <p>The clearance and removal of disaster debris from private property is the responsibility of individual property owners. However, as resources permit, the Municipality will collect debris from private property that is piled along the margins of roads and streets.</p>
Health and Safety	<p>The debris itself may subject the general public or emergency workers to the risk of physical injury or exposure to hazardous materials. The health and safety of the public and of emergency workers is a primary concern with respect to disaster debris. Travel in areas littered with debris is extremely hazardous. For people isolated because of debris, the lack of clean water and food, poor sanitary conditions, inability to reach medical resources, and exposure to adverse environmental situations may create serious public health problems. The Municipality will follow Make Safe Protocol for Clearing Blocked Roads.</p>
Road Clearance	<p>The Municipality is responsible for the clearance and removal of debris on local roads and streets, while the Connecticut Department of Transportation (CT DOT) is responsible for clearance and removal on state highways. Some of these state highways are critical in the recovery from a disaster that produces a significant amount of debris. Prior to and following such a disaster, the Municipality's Public Works Director/Road Foreman/Highway Superintendent will communicate and coordinate closely with the CT DOT District Office's Transportation Maintenance General Supervisor regarding the clearance and removal of debris from such critical highways. The Municipality will follow Make Safe Protocol for Clearing Blocked Roads.</p>

Quick Reference: Private Property Demolition and Debris Removal

Private Property Demolition

Policy Regarding Demolition of Private Property	As a general policy, the Municipality will not demolish private property.
Condemnation of Private Property	<p>The Municipal Building Official may condemn a privately-owned structure as unsafe for occupancy or as a hazard to the general public and may order its demolition.</p> <p>In doing so, the Building Official will follow standard operating procedures and will comply with relevant provisions of the Connecticut General Statutes and building codes.</p> <p>These procedures may be modified by action by the State of Connecticut to accelerate the removal of hazardous structures during an emergency.</p> <p>As necessary, the Municipal Attorney will consult with and advise the Building Official on legal aspects of the condemnation and demolition process.</p>
Responsibility for Demolishing Private Property	<p>The responsibility for demolishing a condemned structure lies with the legal owner of the property.</p> <p>Should an emergency situation require the Municipality, through its own forces or contractors, to demolish a privately-owned structure in the interest of public safety, the Municipality will seek to recover the costs from the owner of the structure. The Municipal Attorney will be consulted with on legal aspects of the condemnation and demolition process.</p>
Demolition Permitting	<p>The Municipality requires the issuance by the Building Department of a demolition permit before a structure may be demolished.</p> <p>This procedure will be followed in the case of the demolition of structures condemned as a result of a disaster.</p> <p>To the extent possible, the process of issuing demolition permits will be expedited.</p>
Removal of Navigation Hazards	<p>The Municipality does not intend to assume responsibility for the removal of debris, structures, or vessels that constitute a hazard to navigation in coastal or riverine waters within or adjacent to the Municipality.</p> <p>It is the policy of the Municipality that responsibility for dealing with navigation hazards lies with the legal owners of any property involved or with the federal or state governments.</p>
Removal of Debris from Private Property	
Policy Regarding the Removal of Debris from Private Property	As a general policy, the Municipality will not remove debris from private property.
Collection of Debris Generated on Private Property	<p>To the extent that resources permit, the Municipality will collect debris generated on private property that has been placed along the margins of roads and streets.</p> <p>The Municipality may impose limitations or requirements regarding the types and quantities of debris to be collected and the manner in which the debris must be placed along the roadside.</p>

Quick Reference: Debris Management Site Establishment Checklist

Function	Debris management sites provide space to temporarily store debris resulting from a disaster, to segregate debris by type, to reduce the volume of debris, and to process debris prior to its transfer to a final disposition site. The identification and establishment of debris management sites is critical to planning the Municipality's response to a disaster.	
Candidate Sites	Hazardous Materials and Electronic Waste	
	Wood Materials	
	White Goods	
	Household Waste	
	Potential Private Properties Suitable for TSDF	
Validation Process	<p>The Chief Executive Officer will oversee an analysis by the Public Works/Solid Waste Director(s) of the candidate sites listed above to verify their suitability as locations for debris management functions. Other Municipal staff or contractors may be directed or retained to assist in this analysis. The Municipality will undertake this analysis as expeditiously as resources permit. Following is an outline of the overall scope of site validation analysis required.</p>	
	<input type="checkbox"/>	Verify site ownership. In the case of privately-owned sites, determine whether the owners are willing to negotiate short-term land leases for the purpose of establishing a debris management operation following a significant disaster.
	<input type="checkbox"/>	Determine whether the acreage of each candidate site is sufficient to accommodate some or all elements of a debris management operation.
	<input type="checkbox"/>	Evaluate the locations of candidate sites as to their ease of access, their effect on overall traffic flow, and their proximity to other established land uses that may be affected by debris management operations.
	<input type="checkbox"/>	Identify any watercourses, ground water conditions, inland or coastal wetlands, and 100-year flood plains that might be affected by debris management operations or that might adversely affect such operations.
	<input type="checkbox"/>	Identify any on-site or nearby historic or archeological resources and assess the probable level of effect on these from debris management operations. As appropriate, consult with Connecticut's State Historic Preservation Officer and the State Archeologist.
	<input type="checkbox"/>	Identify the current zoning regulations applicable to each candidate site. Determine whether zoning requirements would prohibit or seriously impede the use of any sites for short-term debris management operations. If necessary, determine the feasibility of variances from or amendments of the zoning regulations to accommodate debris management sites.

	<input type="checkbox"/>	Consult with the Connecticut Department of Energy and Environmental Protection (CT DEEP) regarding the process for state permitting of short-term debris management sites. Request an assessment of all candidate sites to identify those unlikely to meet CT DEEP criteria for permit approval.
	<input type="checkbox"/>	Assess public attitudes toward the use of each candidate site for short-term debris management operations.
Establishment Process and Operations Planning	<input type="checkbox"/>	The Chief Executive Officer will direct the Public Works Director/Solid Waste Manager jointly to undertake the following actions toward the establishment and operations planning of one or more debris management sites. Other Municipal staff or contractors may be directed or retained to perform specific elements of this overall task.
	<input type="checkbox"/>	DEEP may issue an emergency authorization for the management of storm debris at temporary sites operated by or for Municipalities at Municipal facilities, Municipally owned properties and properties under lease agreement to the Municipality. It typically authorizes storage locations for 90 days. Additional guidance on site selection and emergency authorizations include: <ul style="list-style-type: none"> • Storm Event Preparedness and Response Fact Sheet for Municipalities Site Selection Guide for Temporary Debris Storage and Reduction Sites (TDSRS) • Storm Event Preparedness and Response - Fact Sheet for Municipalities - Emergency Authorizations for Managing Storm Generated Debris".
	<input type="checkbox"/>	In the case of privately-owned sites, negotiate leases for their short-term use in debris management.
	<input type="checkbox"/>	Compile baseline data for each site. Video and photograph the site. Map significant physical features. Investigate the past use of the site and identify any historic or archeological resources. Sample soil and water conditions prior to the use of the site for debris management operations.
	<input type="checkbox"/>	Develop an operations layout for each site, reflecting the anticipated functions to be performed, such as debris storage, volume reduction, and recycling.
	<input type="checkbox"/>	Develop a traffic circulation plan for each site.
	<input type="checkbox"/>	Establish a site management plan for each site, specifying who will manage site operations, who is responsible for safety on the site, and who will monitor operations.
	<input type="checkbox"/>	Develop a procedure to record events during debris management operations that may adversely affect the environment of each site.

	<input type="checkbox"/>	Develop a plan to monitor the use of each site during debris management operations.
	<input type="checkbox"/>	Develop a plan to restore each site following completion of debris management operations.
	<input type="checkbox"/>	Secure all local, federal, and state permits or variances that may be required to use each site for short-term debris management functions. Such permits or variances might cover: waste processing and recycling operations; zoning; traffic/highway access; air quality; water quality; coastal area management; household hazardous waste; controlled burning or incineration.
Operation	The Solid Waste Manager or official performing this function will be responsible for the overall operational management of all debris management sites. The Solid Waste Manager may be assisted by specific site managers, site safety officers, and site monitors. Debris management site operations will be conducted under the operational plan developed for each site, supplemented by departmental standard operating procedures and by any requirements imposed by federal or state regulations, permits or grant contracts.	
Closure	Following the completion of recovery operations, all debris management sites will be closed and restored to their original condition. The Solid Waste Manager will be responsible for overseeing the closure and restoration process. Closure and restoration may be carried out by Town staff, by contractors or by some combination of the two.	
	<input type="checkbox"/>	Debris, processing equipment, storage facilities, and protection berms, all temporary structures built on the site, and any temporary paved areas will be removed.
	<input type="checkbox"/>	As necessary, the site(s) will be regraded and replanted with appropriate vegetation to recreate original conditions. To the extent required by the CT DEEP, the Municipality's closed landfill will be repaired and recapped.
	<input type="checkbox"/>	Each debris management site will be subject to an environmental assessment. This will include a ground water and soil sampling program that will be compared with the results of baseline sampling conducted prior to the commencement of debris management operations to identify any environmental pollution attributable to debris management operations.
	<input type="checkbox"/>	Based on the results of the environmental assessment, additional remediation of one or more sites may be required before the site closure process is completed.

QUICK REFERENCE: CONTRACTED SERVICES FOR DEBRIS MANAGEMENT CHECKLIST

General	<p>Municipal resources supplemented by mutual aid from other governmental jurisdictions may not be sufficient to deal adequately with the debris resulting from a disaster. In this case, the Chief Executive Officer will determine the additional level and type of support necessary and will authorize the activation or execution of contracts for equipment and personnel to be provided by private vendors.</p> <p>Possible contracted services include: Collection, including clearance during the response phase. Reduction or recycling. Hazardous waste collection, processing, transport, and disposal. Debris management site functions. Demolition. Monitoring. Environmental studies. Elements of project planning and management.</p>
Procurement Considerations	<p>The Chief Executive Officer is responsible for the contracting process. In executing this responsibility, the Chief Executive Officer will consult with the Emergency Management Director, the Public Works Director, the Solid Waste Manager, the Finance Director, and the Attorney. The Chief Executive Officer may delegate to these individuals responsibility for elements of the procurement and contracting process.</p> <p><input type="checkbox"/> To the extent that conditions permit, the solicitation of proposals or bids from private contractors and the execution of service contracts related to debris management operations will follow normal Town standard operating procedures.</p> <p><input type="checkbox"/> The State has pre-positioned disaster debris management and monitoring contracts in place if the Municipality chooses to use them: Disaster Debris Response and Management Services Disaster Debris Monitoring Services</p> <p><input type="checkbox"/> Where possible, the Municipality will utilize pre-drafted contracts for service that can be executed quickly in advance of an anticipated disaster.</p> <p><input type="checkbox"/> In drafting service contracts, the Municipality will endeavor to respond to all federal and state requirements affecting grants, loans or the reimbursement of debris management costs.</p> <p><input type="checkbox"/> The Municipality will develop and keep current a list of pre-qualified vendors that are eligible to provide contract services related to debris management.</p> <p><input type="checkbox"/> The Contacts: Pre-Qualified Contractors/Firms table in the Municipality's LEOP GO! Documents include a listing of firms considered to be pre-qualified to provide various services.</p>

Contract Assistance through the State	Should the Municipality itself not be able to secure contract services adequate to the scale of the disaster, the Chief Executive Officer may seek contractor assistance through the State of Connecticut by following the guidance in the LEOP or other relevant protocol, standard operating procedures or memorandums of agreement.
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Quick Reference: Useful Debris Management Tools Checklist

Maps	<input type="checkbox"/>	Maps of jurisdiction and priorities
	<input type="checkbox"/>	Staffing assignment maps
Forms	<input type="checkbox"/>	Load Ticket
	<input type="checkbox"/>	Debris Monitoring Report
	<input type="checkbox"/>	Make Safe Protocol for Clearing Blocked Roads forms
	<input type="checkbox"/>	CT DEEP Application for Debris Management Site
Documents	<input type="checkbox"/>	Municipality Emergency Operations Plan (EOP), including GO! Documents
	<input type="checkbox"/>	MAKE SAFE PROTOCOL FOR CLEARING BLOCKED ROADS
	<input type="checkbox"/>	Truck Certification List

ESF- 4 Position Aids

The following Position Aids are available to assist those supporting ESF-4 functions

ESF- 4 POSITION AIDS	146
<i>Job Action Sheet: Fire Chief (ESF 4)</i>	147
<i>Job Action Sheet: ESF-4 Fire</i>	149
<i>GO! Documents: ESF-4 Fire</i>	151

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-4 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for ESF-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These ESF Job Action Sheets should be read with the related Position Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: Fire Chief (ESF 4)

Primary Assignment

The Fire Chief, or senior fire officer-in-charge, is typically in charge of the initial disaster-emergency scene as the Incident Commander (IC). The Fire Chief manages fire/rescue resources, directs fire operations, rescues injured people during emergency operations, and determines the need to evacuate specific sites or sections of the Municipality. Evacuations or other protective actions may be ordered by the Fire Chief.

Title of Individual Assigned	Fire Chief or designee
Employing Agency/Department	Torrington Fire Department
The Fire Chief may perform, or direct to be performed, some or all of these tasks, as appropriate: <ul style="list-style-type: none"> ○ When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other locations. ○ Identify an IC, establish an Incident Command Post (ICP), and assign staff. ○ Ensure that departmental Standard Operational Procedures are followed. ○ Perform IC duties at the emergency scene. ○ Notify the CEO, EMD and/or EOC of the situation. ○ Send a senior representative to the CEO's Unified Command/Policy Group or the EOC, when the EOC has been activated during an emergency. ○ Direct assistance in the evacuation of people at risk, including those with functional needs and language barriers. ○ Alert all emergency response organizations of the dangers associated with known technological and fire hazards. ○ Direct maintenance of required records and reports for FEMA submission, including personnel and equipment use records. ○ Assess the health hazard through product identification. ○ Provide pre- and post-incident health monitoring of personnel. ○ Provide basic and advanced life support to incident victims. ○ Assist with decontamination. ○ Communicate health hazard information from the scene to emergency rooms or other elements of the medical system. ○ Initiate and maintain incident exposure records. ○ If required, establish EMS command and triage and provide primary or secondary triage officers. ○ Assist ambulance crews with decontamination and transportation of casualties. 	

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

<input type="checkbox"/>			
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Job Action Sheet: ESF-4 Fire

This Job Action Sheet provides a list of typical ESF-4 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-4 Lead

ESF-4 provides support for the detection and suppression of fires resulting from, or occurring coincidentally with, an emergency incident, using the State Fire Plan as appropriate. ESF-4 also provides a variety of other first responder services, including emergency medical services, evacuation support, and flooding response.

Title of Individual Assigned	Fire Chief or Designee
Employing Agency/Department	Torrington Fire Department
<p>ESF 4 duties include but are not limited to :</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command as appropriate. ○ Coordinate fire service response and operations, including coordination of on-site fire incident command and of local and mutual aid firefighting activities, following the State Fire Plan. ○ Maintain inventory of local and mutual aid resources. ○ Support Emergency Medical Services operations, as well as ESF 1 Transportation and Evacuation, ESF 6 Mass Care, ESF 8 Public Health, ESF 13 Law Enforcement. ○ Assist ESF 9 to perform Rescue/ Disentanglement activities. ○ Track hours and costs of personnel and equipment in connection with emergency, following FEMA requirements. ○ Maintain day- to- day services. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 4

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Fire Department		Primary
List Volunteer/Career departments		
Public-Safety Answering Point (PSAP)	Provide dispatch services	Supporting
State Fire Plan/CT Fire Academy	Mutual Aid	Supporting

Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-4 Fire

The pages that follow contain materials used by the Municipality in support of ESF-4.

For Example:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 4 FUNCTIONS,
INCLUDING MUTUAL AID, ACTIVATION AND USE OF
PERSONNEL AND EQUIPMENT.

LINK TO STATE FIRE PLAN

SEE ESF 1 QUICK REFERENCE: OVERVIEW OF EVACUATION PROCESS

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

ESF-5 Position Aids

The following Position Aids are available to assist those supporting ESF-5 functions

ESF-5 POSITION AIDS	152
<i>Job Action Sheet: Emergency Management Director (EMD) (ESF 5)</i>	153
<i>Job Action Sheet: EOC Operations (ESF 5)</i>	156
<i>Job Action Sheet: ESF-5 Emergency Management</i>	158
<i>GO! Documents: ESF-5 Emergency Management</i>	160

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-5 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for ESF-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These ESF Job Action Sheets should be read with the related Position Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: Emergency Management Director (EMD) (ESF 5)

Primary Assignment

The Emergency Management Director (EMD) advises the Chief Executive Officer on emergency management matters, including the LEOP and other plans and procedures, related laws, rules and regulations. The EMD coordinates the emergency management resources and forces of the Municipality and advises regarding potential personnel and equipment assets that may be available through mutual aid. The EMD is responsible for the coordination of all emergency activities, including: the organization and management of the Emergency Operations Center (EOC); the establishment of communications facilities in the EOC; coordination between Municipal agencies, state agencies, and the private sector; and for collection, analysis and reporting of information. See also Job Action Sheet for EOC Officer/Operations Manager.

The EMD is responsible for coordinating State/Federal administrative requirements during the emergency period, and for providing damage reports to the DESPP/DEMHS Regional Coordinator. The EMD's emergency management functions include:

- Emergency Organization, Planning and Management
- Direction, Control and Warning
- Population Protection
- Training and Exercise

The EMD plans, develops, organizes, directs, and coordinates the Municipality's Emergency Management Program with the goal of saving lives and protecting property by maintaining emergency operational capabilities to mitigate, prepare for, respond to, and recover from any emergency or disaster.

Title of Individual Assigned	Emergency Management Director
Employing Agency/Department	Torrington Emergency Management
<u>The EMD may perform some or all of these tasks, as appropriate:</u>	
<ul style="list-style-type: none"> ○ When notified of an emergency situation, communicate with Chief Executive Officer and determine need to activate and staff the EOC. ○ Notify as soon as possible the DEMHS Regional Coordinator of any significant emergency situation that could require mutual aid or activations of civil preparedness forces, or potentially have a regional impact on assets or personnel for emergency response. ○ Prepare or direct the preparation of an Incident Action Plan (IAP) for EOC operations. ○ When directed by the Chief Executive Officer, or when circumstances dictate, notify all appropriate agencies of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of emergency, stand by, etc.) in accordance with their organization's SOP. ○ Activate EOC when directed to do so by the Chief Executive Officer or when the situation warrants such action. ○ Manage EOC resources and direct EOC operations. ○ Advise/brief the Chief Executive Officer and his/her Unified Command (Policy Group) on the situation. 	

- Recommend to the Chief Executive Officer actions to protect the public from the life-threatening consequences associated with the emergency situation.
- Convene planning meetings in consultation with (or on the advice of) the Resource Manager.
- Use Web EOC or other real-time computer system to maintain a significant events log and local situation reports.
- Follow the procedure outlined in the State Response Framework to notify the DESPP/DEMHS Regional Coordinator of the situation, resource consumption, resource shortfall, etc. on a regular basis, either daily or as requested.
- Notify appropriate Municipal agencies that have dispatching services that the EOC has been activated and provide telephone numbers or other contact information to those agencies.
Ensure appropriate Municipal staff members and partners report to the EOC.
- Ascertain that all communications equipment is checked.
- Ascertain that EOC duty rosters, personnel assignments and staffing requirements are adequate.
- Repair or replace damaged warning equipment. Mobile public alerting devices are the responsibility of the Municipal agencies to which the vehicles are assigned.
- Coordinate negotiation of any agreements for the use of private service agencies, personnel, equipment and facilities to augment the Municipality's warning capabilities. The CEO has final authority over any and all agreements.
- If multiple incidents develop, ensure that each Incident Commander has adequate warning equipment.
- Work with the Public Information Officer to develop emergency information packets and emergency instructions for the public.
- Advise the CEO on when to disseminate emergency instructions to the public.
- Acknowledge and authenticate all reports and report all rumors to the Public Information Officer (PIO).
- Assist the PIO with news releases and rumor control.
- Ascertain that adequate supplies, services and materials are available including arrangements for food, water, lighting and fuel to support EOC staff and personnel deployed to the disaster site.
- Ascertain that operations logs and message handling procedures are adequate and that all personnel are familiar with the procedures.
- Ensure that a copy of any local declaration of emergency is transmitted to the DESPP/DEMHS Regional Coordinator and filed locally, and posted on WebEOC on the Infrastructure Status Board.
- Coordinate State/Federal administrative requirements during the emergency period, and for providing situation reports to the CT DESPP/DEMHS Regional Coordinator, including ensuring that adequate records are being kept of Municipal costs incurred such as personnel and equipment time and hours. Update the appropriate WebEOC boards with pertinent Municipal updates. (link to WebEOC User Guide on website)
- Coordinate the damage assessment functions to ensure that personnel and procedures are in place to provide preliminary damage assessments for disaster situation reports to DESPP/DEMHS Regional Coordinator/Office. (Detailed information regarding damage assessment process in [Connecticut's Disaster Public Assistance \(PA\) Guidance](#))
- Coordinate with those individuals performing the functions of Communications/ Warning Coordinator ([ESF 2](#)), Public Information Officer ([ESF 15](#)), Health and Medical Coordinator ([ESF 8](#)), Resource Manager ([ESF 7](#)), and the Mass Care/Shelter Coordinator ([ESF 6](#)) to ensure necessary planning considerations are included in the Incident Action Plan.
- Report (or delegate to [ESF 6 Mass Care/Shelter Coordinator](#)) on the status of the mass care services

- including those being provided by volunteer agencies or non-governmental organizations (NGOs).
- Ensure that all planning and other emergency management related activities include representatives of the diverse communities within the Municipality, including those with functional needs and language barriers.
 - Ensure that all Municipal emergency services such as mass care, sheltering, and evacuation are available to all members of the community, including those with functional needs and language barriers.
 - Coordinate Mass Care and Shelter operations with Municipal agencies, non- governmental organizations, volunteer civil preparedness forces such as CERT, and other Municipalities. Request activations of volunteer teams and mutual aid support as necessary.
 - Coordinate the provision of Mass Care/Shelter needs for personnel performing medical duties during catastrophic emergencies.
 - Coordinate with the Animal Care and Control Coordinator's efforts to protect and care for animals during and following catastrophic emergencies.
 - Coordinate short term and long term recovery as necessary with other Municipal, state, NGO, and/or federal partners.
 - When directed by the Chief Executive Officer, or when conditions warrant such action, relocates staff to the alternate EOC in order to continue response operations.
 - When directed by the CEO, terminate operations

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: EOC Operations (ESF 5)

Primary Assignment

Manage the EOC physical facility (e.g., layout and set-up), oversee its activation, and adequate staffing to support Municipal response needs. (Note: These duties may be a function of the Emergency Management Director, or the EMD may designate some of these duties to an EOC Operations Manager.)

Title of Individual Assigned	
Employing Agency/Department	

The individual leading or managing EOC Operations may perform, or direct to be performed, some or all of these tasks, as appropriate:

- When notified of an emergency situation, report to the EOC.
- Immediately notify the EMD of significant emergency situations that could affect the Municipality.
- When directed by the EMD or CEO, or when circumstances dictate, notify all appropriate agencies of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of emergency, stand by, etc.) in accordance with their organization's SOP.
- Activate EOC when directed to do so by the EMD or Chief Executive Officer or when the situation warrants such action.
- Manage EOC resources and direct EOC operations.
- May process information regarding activities/actions - collection, evaluation, display, and dissemination of information about the emergency situation to help support the Municipality's emergency operations. Use Web EOC to collect information from multiple sources which may include: emergency response organizations, media, neighboring communities, State and Federal governments, volunteer groups, private sector businesses, the public, etc. Typical tasks associated with information processing may include:
 - **Aggregating damage information from all available sources.**
 - **Identifying resource needs.**
 - **Preparing summaries on status of damage.**
 - **Preparing briefings for the Unified Command/senior officials.**
 - **Displaying appropriate information in the EOC.**
 - **Preparing and updating Web EOC reports re situation, critical resource status, requests for assistance, and communicating regularly with the DEMHS Regional Coordinator/Office.**
 - **Coordinating logistical support for response personnel and the public.**
 - **When directed by the EMD or the CEO, or when conditions warrant such action, relocating staff to the alternate EOC in order to maintain emergency operations.**
 - **When directed by the EMD or the CEO, terminate operations and close the EOC.**
- Ensure emergency warning systems are activated when directed to do so.
- Issue cancellation of warning notice or otherwise ensure emergency responders and the public are aware of the fact that the emergency situation is terminated.
- Implement emergency communications procedures ([ESF 2](#)) as directed.
- Ensure EOC communications can sustain 24/7 operations and have appropriate redundancy.
- Working with [ESF 2](#) team, oversee the planning and development of procedures to accomplish the emergency communications function ([ESF 2](#)) during emergency operations.

- Ensure a sufficient number of personnel are assigned to perform necessary emergency support functions at the EOC.
- Oversee the planning and development of the warning function.
- Review and update contact information and methods including telephone numbers of personnel to be notified of emergency situations.
- Designate one or more facilities to serve as the Municipality's alternate EOC.
- Ensure that communications, warning, and other necessary operations support equipment is readily available for use in the alternate EOC.
- Coordinate implementation of evacuation actions with the appropriate tasked organizations.
- Establish Remote Video Conferencing and Collaborative work flows if required to operate remotely.

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: ESF-5 Emergency Management

This Job Action Sheet provides a list of typical responsibilities; the position may assume additional duties depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for Job-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These position Job Action Sheets should be read with related ESF Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead- Emergency Management Director

ESF-5 collects, analyzes, processes, and disseminates information about a potential incident and conducts planning activities to facilitate the overall activities in providing assistance to the whole COMMUNITY. ESF-5 coordinates the development of overall incident situational awareness and the development of local plans to manage and support incident activities.

Title of Individual Assigned	Emergency Management Director
Employing Agency/Department	Torrington Emergency Management
<p>ESF 5 duties include but are not limited to :</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, communicate with CEO and activate the EOC, if appropriate. ○ Oversee emergency management programs, including maintaining and overseeing the EOC. ○ As part of EOC operations, oversee multi agency coordination including issuing mission assignments, coordinating logistics support, assisting with incident action planning, facilitating arrangements for personnel and other resource support, including mutual aid. ○ Coordinate overall management of a potential or actual incident. ○ Monitor WebEOC and enter local situation reports (when applicable). ○ Support on-scene needs. ○ Coordinate and request activation of volunteer civil preparedness forces (CERT Teams). ○ Coordinate with ESF 7 on requests for resources via mutual aid (agreements, Regional Emergency Support Plan) or from State through DESPP/DEMHS Regional Coordinator. ○ Coordinate disaster damage assessment data collection. ○ Manage disaster grant programs. ○ Document all phases of the incident and the Municipality's response. ○ Consider all five mission areas of emergency management: protection, prevention, mitigation, response and recovery. ○ Maintain the LEOP and other emergency plans, procedures, and agreements. ○ Conduct preparedness, planning, training and exercise activities. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 5

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Emergency Management Director		Primary
All Municipal agencies, volunteer organizations and Emergency Support Functions involved in any aspect of emergency management, including ESF 6 (Mass Care), ESF 15 (Public Information) and [ESF 19 (Functional Needs)]		Supporting
State Fire Plan	o Mutual Aid	Supporting
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan	o As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	o As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-5 Emergency Management

The pages that follow contain materials used by the Municipality in support of ESF-5.

For Example:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 5 FUNCTIONS,
INCLUDING MUTUAL AID, ACTIVATION AND USE OF
PERSONNEL AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

SEE ESF 1 QUICK REFERENCE: OVERVIEW OF EVACUATION PROCESS

ESF-6 Position Aids

The following Position Aids are available to assist those supporting ESF-6 functions

ESF-6 POSITION AIDS	161
<i>Job Action Sheet: ESF-6 Mass Care [Housing and Human Services].....</i>	<i>162</i>
<i>GO! Documents: ESF-6 Mass Care, [Housing and Human Services].....</i>	<i>166</i>
<i>Quick Reference: Resource Tracker for ESF-6 Information and Materials</i>	<i>167</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-6 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for ESF-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These ESF Job Action Sheets should be read with the related Position Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

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Job Action Sheet: ESF-6 Mass Care [Housing and Human Services]

This Job Action Sheet provides a list of typical responsibilities for this Emergency Support Function; the ESF may assume additional duties depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for ESF-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. These ESF Job Action Sheets should be read with the related Position Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF 6 Lead

ESF-6 coordinates the delivery of mass care, including sheltering, feeding and re-unification; emergency assistance; housing, and; human services when needed in the event of an incident.

Title of Individual Assigned	
Employing Agency/Department	Torrington Emergency Management& American Red Cross
ESF 6 duties include but are not limited to : <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command. ○ Identify Emergency Shelters and coordinate with American Red Cross and neighboring Municipalities on Multi-Jurisdictional Shelters (if applicable). ○ Coordinate with partners to provide emergency mass care, including shelter, feeding/watering, reunification services, and functional needs assistance (See ESF-19 below). ○ Provide for human services in support of mass care activities, including sheltering, feeding operations, emergency first aid, distribution of emergency items, and collecting and coordinating re-unification services with Red Cross and other partners. ○ Coordinate support to evacuees; reunification of families; provision of aid and services to functional needs populations and diverse community members such as those for whom English is not a primary language; evacuation, sheltering, and other emergency services for household pets and service animals; support to shelters to house all community members; support to medical shelters; coordination of donated goods and services with Resource Manager, ESF 7, and; coordination of volunteer assistance. ○ Coordinate temporary disaster housing with state and federal partners. ○ Coordinate with state and federal partners regarding implementation of disaster assistance programs to help disaster survivors recover their non-housing losses, including programs to replace destroyed personal property, and help to obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, and support and services for functional needs populations. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 6

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Social Services Department		Primary
Youth Services Department		Supporting
Board of Education/School District		Supporting
Local Board of Health		Primary
Emergency Medical Services		
Emergency Management Director/Volunteer Resources: Community Emergency Response Team (CERT); Medical Reserve Corps (MRC)		Primary
Public Information Officer		
Animal Control Officer/Animal Response Team		Primary
American Red Cross	Provide, within the limitations of its resources, the following services as requested: Provide food, clothing, shelter or other assistance; assist with shelter operations. Assist with rehabilitation of families. Provide nurses and nurses' aides in coordination with the Health Department. Assist with evacuation of persons from disaster areas. Set up and operate bloodmobiles as required. Assist with the management and operation of reception and care activities (registration, staffing, lodging, feeding, pertinent evacuee information, etc.). Assist the Health Department with special needs of the handicapped and the elderly. Abide by the decisions of the CEO of the Municipality concerning the coordination of volunteer organizations for the rendering of assistance to disaster victims.	Primary

Salvation Army	<p>Provide, within the limitations of its resources, the following services as requested:</p> <p>Mobile canteen services.</p> <p>Emergency feeding service and shelter in Salvation Army or other facilities.</p> <p>Collection and distribution of food, clothing and other supplies.</p> <p>Counseling and morale building services.</p> <p>Assistance in registration, identification and collateral services.</p> <p>Provision of personnel with specialized skills, such as language interpreters and social workers.</p> <p>Work with disaster assistance teams to take aid programs to victims not able to report to assistance center.</p> <p>Abide by the decisions of the Chief Executive Officer of the Town/City concerning the coordination of volunteer organizations for the rendering of assistance to disaster victims.</p>	
United Way 2-1-1	<p>Provide through the State EOC a single point of contact for the general public to call and receive current, accurate information regarding a specific event or threat.</p> <p>Gather information by identifying trends, inaccurate information, misunderstandings, or misperceptions reported by the public or reflected by their inquiries.</p> <p>Multilingual call specialists and TDD access available.</p> <p>Operate 24 hours a day, 365 days a year.</p> <p>Provide information and referral and crisis intervention services, including specialized services in childcare, child development, health and Emergency Mobile Psychiatric Services for Youth.</p> <p>Maintain comprehensive database of human service resources.</p> <p>CT DESPP/DEMHS initiates activation of the 211 Infoline based on that need.</p>	
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting

Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting
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ESF-Specific Duties

Tasks		Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-6 Mass Care, [Housing and Human Services]

The pages that follow contain materials used by the Municipality in support of ESF-6.

These pages include sensitive information that may be protected from public disclosure.

For example:

Link to ESF-6 Municipal Guide and Standards

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 6 FUNCTIONS,
INCLUDING MUTUAL AID, ACTIVATION AND USE OF
PERSONNEL AND EQUIPMENT.

SEE ESF 1 QUICK REFERENCE: OVERVIEW OF EVACUATION PROCESS

Sensitive Information Warning:

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QUICK REFERENCE: RESOURCE TRACKER FOR ESF-6 INFORMATION AND MATERIALS

REFERENCE	ITEM	YES /NO	VIRTUAL AND /OR REAL LOCATION	DESCRIPTION	REVISION/ VERIFICATION DATE
Administration and Logistics					
Emergency Operations Plan/ESF-6 Materials	Emergency Operations Plan	Yes		Emergency Operations Plan, including GO! Documents: ESF-6 Mass Care, Housing and Human Services and the Job Action Sheets for Mass Care/Shelter Coordinator and ESF-6	
	Known Hazards/Evacuation Areas				
Emergency Operations Plan GO! Documents: Contacts and Organizations	List of approved shelters names and locations				
Standards Guidelines, pp. 5-6, 10	Agreements with American Red Cross or other for shelter management	yes			
	Agreements with Transportation Providers to support evacuation, or shelter transportation				
	Agreements with other non-governmental response organizations (Salvation Army, VOAD, etc).				
Standards Guidelines, p. 5	Multi-Jurisdictional Shelter Agreement	yes			
Standards Guidelines, pp. 5-6, 10-15	Agreements with other Municipalities For any Mass Care function				
	Coordination feeding services				

Standards Guidelines, p. 13	Agreements with Red Cross, faith-based, civic groups, school staff, restaurants or other organization for feeding services				
Standards Guidelines, pp. 13-15	Agreements with sources of food: i.e., school system, USDA, grocery/ retail, ARC, restaurants, institutional suppliers, licensed Municipality or faith-based organizations				
Standards Guidelines, pp. 13, 17	Coordination in place with your Health dept/ district for inspections and supervision of feeding and food preparation				

Reference	Item	Yes /No	Virtual and /or Real Location	Description	Date of Verification /Revision
Shelter Supplies					
Standards Guidelines, pp. 9-11, 17, 20, 23	Number of Cots (Standard, Medical/ Special needs, Large capacity)				
Standards Guidelines, p. 9-11	Number of Blankets				
	Other supplies				
Standards Guidelines p. 12	Plan for cleaning and disinfecting cots after use				
Health Service and Behavioral / Mental Health Services / Child Safety, etc					
Standards Guidelines, pp. 17-20	Plans for health services/ medical coverage at shelters				
Standards Guidelines, p. 10, 13-20	Supplies/ resources identified to meet the needs of residents at shelters				
Attachment 1	Identified child safe spaces within your shelters and care providers.				

Standards Guidelines, p. 21	Signs and resources available for residents with language/ literacy issues.				
Standards Guidelines, p. 7	System to track people who stay in shelters or visit reception centers and for meals (e.g. shelter registration, daily sign in logs, electronic system, other				
Standards Guidelines, p. 17	Plan with Local Health Department - Shelter Support and Inspection				
Standards Guidelines, pp. 17-18	Mental Health Plan - Contact list for local service providers				
	Contact Lists for Support Services - Local Pharmacies Other Service Providers				
Standards Guidelines, pp. 8, 18-20	Identification of population groups/individuals needing assistance (group homes, senior housing, pre-identified individuals				
Standards Guidelines, p. 11	Pet Evacuation/Sheltering Plan				
Standards Guidelines, p. 11, Attachment 1	Child Emergency Preparedness Plans, Plans for schools and day cares				
Standards Guidelines, p. 12	Financial Plans for obtaining and paying for resources				
Standards Guidelines, pp. 4, 10-15, 17-18, 20, 23	Agreements for commodities Examples: local businesses, services merchandise				
Volunteers and Donations Management					
Emergency Operations Plan GO! Documents: Contacts and Organizations	Lists of trained volunteers to support Mass care services (CERT, MRC, Fire Corps, other)				

Emergency Operations Plan GO! Documents: ESF-7 Logistics and Resource Support	Donations Management Plan				
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Quick Reference: Mass Care/Shelter Coordinator Checklist⁵

The overall responsibility of the Mass Care/Shelter Coordinator is to support the Emergency Operations Center (EOC) by directing the Mass Care/Shelter Coordinator to assist in planning and coordinating assigned Multi-Agency Mass Care operating priorities and goals. Additionally, the Mass Care/Shelter Coordinator maintains situational awareness through monitoring, analyzing, validating, and making resource recommendations to support the EOC based upon the incoming information. Below is an example of a checklist that may be used during activation.

Action		Comments/ Notes
<input type="checkbox"/>	Review relevant LEOP, State Response Framework, Mass Care Plans and Operational Procedures	
<input type="checkbox"/>	Obtain briefing from the Operations Chief: On the scale of the disaster and potential impact Estimated sheltering size and staffing Operational priorities or goals and objectives for Mass Care	
<input type="checkbox"/>	Establish work space and connectivity: Adequate seating and table space Network connections Telephone Conference call line Access to power/ sufficient power outlets	
<input type="checkbox"/>	Obtain Organization Chart, rosters and contact information for EOC staff and Shelter Staff	
<input type="checkbox"/>	Determine the Operating Rhythm for the Shelters: Conference Calls Meetings/ Briefings Report Schedule	
<input type="checkbox"/>	Brief incoming staff on the facility, event and the roles and responsibilities of the Mass Care Leader	
<input type="checkbox"/>	Brief staff members on the system for processing resource requests	
Short Term Actions		
	Action	Comments/ Notes

⁵ Note: This Quick Reference is a general guide, designed to identify tasks when they may logically occur; they are not limited to the timeframe indicated and may be performed concurrently or in a different sequence, if required. Additionally, other tasks may be performed as necessary depending upon the scope and complexity of the emergency situation as well as assignments of responsibilities and delegation of duties.

<input type="checkbox"/>	Determine prior and ongoing mass care actions: Trends for mass care activities Past and ongoing activities of mass care partners Shelter locations	
<input type="checkbox"/>	Attend scheduled meetings and briefings as needed Unified Command Meeting Human Services Mass Care Conference Call Logistics Meeting VOAD/ Volunteers & Donations	
<input type="checkbox"/>	In coordination with ESF 6 desk in the EOC, discuss daily mass care numbers from the Red Cross, Salvation Army, Food Banks and other partners.	
<input type="checkbox"/>	Follow-up and track any resource requests recommended by the Mass Care Leaders.	
<input type="checkbox"/>	Develop and update Mass Care Situation Analysis	
<input type="checkbox"/>	Meet with EOC Staff to identify any outstanding issues to be addressed by Mass Care.	
<input type="checkbox"/>	Prepare mass care statistical and other required reports for the EOC/PIO	
<input type="checkbox"/>	Prepare briefing for unified command meeting: Current situation Expected and current requirements Potential shortfalls Recommendations for resource support	

Quick Reference: Mass Care Facilities – Municipality Approved Shelters and Reception Centers

MASS CARE FACILITY NAME AND ADDRESS	SHELTER/ RECEPTION/ BOTH	EST. CAPACITY @40 SQ FT	EST FEEDING CAPACITY	TOILETS (#)	SHOWERS (#)	NONE/ FULL/PARTIAL GENERATOR	MOA/AGREEMENT (YES/NO)

Comments							
Mass Care Facility Suitability Survey	<p>Buildings listed have been surveyed by appropriate public safety officials for their suitability as temporary reception and care facilities. The buildings surveyed fall into the following categories:</p> <p>Public schools with multi-purpose rooms, showers, and cafeteria facilities.</p> <p>Church facilities such as parish centers with kitchens.</p> <p>Clubs operated by fraternal and social organizations that have suitable eating and bathroom facilities.</p> <p>Governmental or non-profit facilities such as community centers or activity center for senior citizens.</p> <p>Governmental and/or public buildings considered being essential operations facilities for managing a crisis, i.e., city halls, courthouses, fire and police stations, and hospitals.</p>						
Estimated Capacity @40 sq. ft.	The estimated short-term capacity of the facility based on 40 square feet per person.						
Estimated Feeding Capacity	The estimated number of people for which the facility can prepare food e.g. three simple meals per day.						
Generator	Indicate if the facility does <u>not</u> have a generator for emergency power- “None” Or, if the facility has a generator, indicate if it’s “Partial” (emergency lighting only) or “Full” (overhead lights, HVAC, outlets)						
Memorandum of Agreement (MOA)/Shelter Agreement	Indicate if there is a shelter agreement or MOA in place between the OWNER (Municipality or other organization) and the organization who will operate the shelter (Red Cross, Municipality or other volunteer organization) An “No” response in this column indicates that the building is not presently covered by a shelter agreement.						

Note	Shelter information should be entered into WebEOC and available in other electronic formats, and updated as needed. Also, having a central list of shelters and reception centers in the hardcopy of the plan is critical.
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Job Aid: ESF-6 Mass Care/Functional Needs—See ESF 19

Functional Needs Support Services (FNSS)

Functional Needs Support Services (FNSS) are services that are provided to enable individuals with functional needs to maintain their independence in a general population shelter, including the provision of:

- Reasonable modification to policies, practices, and procedures
- durable medical equipment (DME)
- consumable medical supplies (CMS)
- personal assistance services (PAS)
- Other goods and services as needed.
- Children and adults requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others that may benefit from FNSS include women in late stages of pregnancy, older adults, and people needing bariatric equipment.

Functional Needs Framework

The functional needs framework can be effectively applied to the needs of broad populations, including:

- People with physical disabilities
- People with serious mental illnesses
- People who are non-English speakers or who have limited English proficiency
- People who are deaf or hard of hearing
- People who are blind or have low vision
- Children
- Older adults
- People who do not have access to vehicles
- People with special dietary needs
- Pregnant women
- People who are homeless
- People who live in an institutional setting
- Persons who live in households without access to a vehicle.

Other populations with functional needs who may have chronic, ongoing medical or supervision needs that will continue in an emergency may include:

- Persons who are morbidly obese

- Persons on kidney dialysis and other mechanical-dependent medical regimens
- Residents of nursing homes, hospitals/wards, hospices, and schools for children with disabilities
- Residents of correctional institutions, state prisons, halfway houses, etc.

Functional Limitations

Using a function-based framework may improve emergency resource management in all types of incidents. Persons with disabilities and functional limitations may include those who have:

- Conditions which interfere with walking or using stairs, e.g. joint pain, paralysis, use of a mobility device such as a wheelchair, canes, crutches, walker.
- Reduced stamina, or easily fatigued, due to a variety of temporary or permanent conditions.
- Respiratory conditions due to heart disease, asthma, emphysema, triggered by stress, exertion, or exposure to small amounts of dust or smoke, etc.
- Emotional, cognitive, thinking, or learning difficulties.
- Partial or complete vision loss.
- Partial or complete hearing loss.
- Temporary limitations resulting from, but not limited to, surgery, accidents and injuries (sprains, broken bones), pregnancy, etc.
- Persons with physical disabilities may include those with one or more activity limitations such as a reduced or inability to see, walk, speak, hear, learn, remember, manipulate or reach controls, and/or respond quickly. Some physical disabilities are easily visible, while others such as heart disease, emotional or psychiatric conditions, arthritis, significant allergies, asthma, multiple chemical sensitivities, respiratory conditions, and some visual, hearing and cognitive disabilities may not be visible at all.

Not all persons with functional limitations identify themselves as having a disability.

Evacuee Pet Management (See also ESF 11)***Legal Authority***

P.A. 07-11 - CT Public Act 07-11 amended Section 28-1(4) of the CT General Statutes to include in the definition of Civil Preparedness under “(i) measures to be taken in preparation for anticipated attack, major disaster or emergency” ...“when appropriate, the nonmilitary evacuation of the civilian population, **pets and service animals...**”

Service Animal Definition

Any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing animal protection or rescue work, pulling a wheelchair, or fetching dropped items. A service animal accompanies, and is sheltered with, his owner, under Federal law.

Available Evacuee-Owned Pet Management Documents and Forms⁶

The following forms exist for use in organizing evacuee-owned pet management during a disaster. These forms are available online on the local resources web page:

<http://www.ct.gov/demhs/cwp/view.asp?a=4871&q=582202>

Form: Standard Operating Procedures for Shelter Operation (Evacuee-Owned Pet Management)

Form: Volunteer Agreement and Release of Liability (Evacuee-Owned Pet Management)-To be signed in duplicate, one copy for Animal Care and Control Coordinator and one copy for Animal Response Team representative

Form: Pre-Occupancy Inspection/Walk-Through (Evacuee-Owned Pet Management) - To be completed by site representative and ESF 11(Animal Response Team) representative prior to opening emergency pet shelter.

Form: Release of Facility (Evacuee-Owned Pet Management) - to be signed by Animal Response Team representative and facility representative when emergency is over.

Form: Registration and Pet-Friendly Public Evacuation Shelter Agreement (Evacuee-Owned Pet Management)

Form: Animal Intake and Discharge (Evacuee-Owned Pet Management) - describes pet(s) to be admitted when arriving at shelter and pet(s) being discharged as well as signatures for both phases of sheltering

⁶ These SOP documents were originally developed by the State of North Carolina. They can be amended and used by any interested MUNICIPALITY. They are provided here as guidance documents.

ESF-7 Position Aids

The following Position Aids are available to assist those supporting ESF-7 functions

ESF-7 POSITION AIDS	176
<i>Job Action Sheet: ESF-7 Logistics and Resource Support [Private Sector]</i>	<i>177</i>
<i>Job Action Sheet: Finance Director (ESF 7)</i>	<i>179</i>
<i>Job Action Sheet: Resource Manager (ESF 7)</i>	<i>180</i>
<i>GO! Documents: ESF-7 Logistics and Resource Support [Private Sector]</i>	<i>181</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-7 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-7 Logistics and Resource Support [Private Sector]

This Job Action Sheet provides a list of typical responsibilities for this Emergency Support Function; the ESF may assume additional duties depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-7 provides comprehensive local disaster logistics planning, management, and sustainment capability that includes collaboration with local, state and federal partners as well as the private sector and nongovernmental organizations (NGOs) to meet the needs of disaster survivors and responders, and to re-activate schools and businesses as soon as possible.

Title of Individual Assigned	
Employing Agency/Department	
<p>ESF 7 duties include but are not limited to :</p> <p>When notified of an emergency situation, report to the EOC/Unified Command, if appropriate.</p> <p>Manage commodities, including procurement and distribution.</p> <p>Coordinate with ESF 5 to request resources and/or commodities through mutual aid, the Regional Emergency Response Plan or from State through DESPP/DEMHS Regional Coordinator</p> <p>Manage and direct resource support activities during large-scale emergencies and disasters.</p> <p>Ensure that resource listings and/or the resource database are current.</p> <p>Ensure that necessary agreements and appropriate public information materials (e.g., regarding donations) are in place, working with Public Information Officer, ESF 15.</p> <p>Coordinate resource-planning activities with the Emergency Management Director.</p> <p>Upon termination of the response effort, prepare the appropriate reports that address costs incurred by the Municipality to provide resources during the emergency.</p> <p>Assist with resource support at and for the EOC (facility space, office equipment, and supplies, back-up power, food, contracting services, etc.) to ensure that EOC remains operational for as long as necessary.</p> <p>Pre-identify points of distribution and personnel to staff the PODs. Train and exercise on POD activation and implementation.</p> <p>For emergency, establish and manage points of distribution- food, water, supplies, etc.</p> <p>Coordinate use of vehicles and fuel resources.</p>	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 7

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Municipal Finance/Purchasing Department		
Emergency Management Director		
ESF 2 Communications /IT		
ESF 3 Public Works		
ESF 4 and ESF 13 Fire and Law Enforcement support of PODs		
ESF 15 Public Information Officer		
American Red Cross		
Salvation Army		
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Finance Director (ESF 7)

Primary Assignment

The finance/administration function is coordinated by the Finance Director. This function is responsible for the tracking of all incident costs, evaluating the financial considerations of the incident, and for any administrative duties not handled by the other functions. When notified of an emergency situation, the Finance Director reports to the Unified Command or the EOC, if appropriate.

Title of Individual Assigned	
Employing Agency/Department	
The Finance Director may perform, or direct to be performed, some or all of these tasks, as appropriate:	
<ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the Unified Command or EOC, if activated. ○ Become familiar with the protocol and procedures required by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) that are applicable to reimbursing the COMMUNITY for eligible expenses associated with presidentially declared disasters. ○ Maintain records of all financial transactions during preparedness, response and recovery operations. ○ Handle all procurement requests initiated by response organizations or the EOC. ○ Establish a procedure for the Municipality to accept “cash donations”, when permitted by law. ○ Provide summary briefings on the status of financial transactions to the CEO’s Unified Command, including Resource Manager (ESF 7). ○ Upon termination of the response/recovery effort, prepare the appropriate reports of costs incurred by the Municipality during the emergency situation, including emergency protective measures, debris removal, etc.... 	

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Resource Manager (ESF 7)

Primary Assignment

Title of Individual Assigned	
Employing Agency/Department	
<p>The individual leading Resource Management (ESF 7) may perform, or direct to be performed, some or all of these tasks, as appropriate:</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EMD or the EOC, if open. ○ Coordinate planning on resource support, including commodities, staging areas, and points of distribution, etc... ○ Lead or serve on any EOC Logistics/Resource Group and maintain regular communications with Logistics support staff on scene. ○ Ensure that resource listings and/or the resource database is current. Enter information into Web EOC. ○ Ensure that necessary agreements and appropriate public information materials (e.g., regarding donations) are in place. ○ Pre-identify donations management plan, including potential warehouse and support staff. ○ Coordinate resource-planning activities with the Emergency Management Director and other related Emergency Support Functions (ESFs) such as Communications (ESF 2), Energy and Utilities (ESF 12), as well as Municipal agencies such as Finance, Procurement, etc... ○ Determine unmet needs, commodities shortages, etc... and provide information to the EOC for possible mutual aid request or requests to businesses and/or the public. 	

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-7 Logistics and Resource Support [Private Sector]

The pages that follow contain materials used by the Municipality in support of ESF-7.

For Example:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 7 FUNCTIONS,
INCLUDING MUTUAL AID, ACTIVATION AND USE OF
PERSONNEL AND EQUIPMENT.

COMMODITIES PLAN, INCLUDING POINTS OF
DISTRIBUTION SOPs

DONATIONS MANAGEMENT PLAN

INVENTORY OF AVAILABLE RESOURCES

LIST OF MUNICIPAL-OWNED TRANSPORTATION RESOURCES AND PRIVATE SECTOR TRANSPORTATION
RESOURCES AVAILABLE FOR RESOURCE MANAGEMENT

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Quick Reference: Overview of Resource Management Process (Sequence of Activities)

The **Chief Executive Officer, the Emergency Management Director** or the **Resource Manager (ESF- 7)** can activate the Resource Management function. The **Resource Manager** as part of the standard operating procedures will maintain a listing of the core cadre of staff that will perform the functions at the EOC. Additional ESF- 7 functions may include Donations Coordination and associated telephone banks, donations receiving areas, checkpoints, and warehouses. Resource Management operations include:

- determining needs
- obtaining supplies
- maintaining financial and legal accountability
- distributing goods and services
- post-emergency activity (recovery), and
- Coordination with volunteer agencies

Notification of Suppliers	<ul style="list-style-type: none"> ○ When warning time permits, the Resource Manager will ensure that suppliers are notified the Municipality's intent to activate any agreements. ○ The availability of supplies should be validated and key items should be reserved.
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Needs Assessment	<ul style="list-style-type: none"> ○ The Resource Manager will be cognizant of all needs determined by the Chief Executive Officer and this information will be relayed to the Resource Management team. ○ The Resource Manager will develop procedures to implement a needs assessment in the field during an emergency. This assessment would include anticipating needs based on preliminary damage assessments and past experience. ○ All agencies will be tasked to report to Resource Management any needs they are unable to meet through their own channels as the emergency progresses. ○ The Resource Management team will ensure that it collects essential information from those who report a need. Essential information includes: <ul style="list-style-type: none"> ○ What is needed and why? Be as specific as possible. ○ How much is needed? ○ Who needs it? ○ Where is it needed? ○ When is it needed?
Prioritization	<ul style="list-style-type: none"> ○ The Resource Manager will apprise his/her team of priorities set by the Chief Executive Officer or a designated representative. ○ Use of a formal classification system is helpful when determining priorities.
Follow-Up	<ul style="list-style-type: none"> ○ Resource requests will be logged, prioritized, passed on to those responsible for obtaining and committing resources, and then tracked (as Pending, En Route, Met, etc.) via subsequent feedback. Whenever possible, Web EOC should be used to track requests. ○ The Resource Manager should receive reports on a regular basis about needs and the status of requests.
Obtaining Supplies	
Evaluation of Requests Against Known Supplies	<ul style="list-style-type: none"> ○ Upon receipt of a request, the Resource Management Team will attempt to fill the need with Municipal resources or resources for which agreements are in place. ○ If the needed resource is on hand, the Resource Management Team contacts the supplier and confirms transportation responsibility and provides necessary information (e.g., to pass checkpoints, etc.). ○ The Resource Manager is notified of the incoming resource (or of the need to pick it up) and its priority, and ensures that action has been taken on the request. <p>If the needed resource is not listed among prearranged supplies, the next step is to procure (or hire) or to solicit mutual aid or a donation of the needed resource.</p>
Procurement and Hiring	<ul style="list-style-type: none"> ○ When requests are of a high priority for the Municipality, an expedited procurement or hiring process may be in order. ○ Procurement includes contacting suppliers, negotiating terms (in consultation with the Finance Director and Town Attorney if necessary), and making transportation arrangements.

	<p>The Finance Director should keep the Resource Manager aware of their authorized budget, log and process transactions, track accounts, and secure access to more funding as necessary and feasible.</p> <p>The Attorney should advise on legal obligations, and also of any special powers granted by law to expedite the process.</p>
Distributing Goods and Services	
Activating and Operating Key Facilities	The Resource Manager should determine what facilities (e.g., donations receiving areas, checkpoints, warehouses) will be required to handle the flow of resources into and through the Municipality.
Traffic Control	The Resource Management Team should ensure that high priority resources are dispatched quickly to where they need to be. In collaboration with ESF 13, unnecessary traffic should be held back or re-routed.
Hauling	<p>Procurement and donations efforts should try to ensure that suppliers of a resource also supply transportation for it: the jurisdiction's transportation resources may be almost fully committed.</p> <p>If necessary, a Municipal team may be tasked to pick up resources.</p>
Reporting and Coordination	<p>From the EOC, the Resource Manager will notify checkpoints and other facilities (as applicable) of incoming resources to expect, as well as their priority designation.</p> <p>Checkpoints and other applicable facilities will provide regular reports on resources passing through (or inventory), allowing the Resource Manager to track the location of resources and timeliness of delivery.</p>
Post-Emergency Activity (Recovery)	
	<ul style="list-style-type: none"> ○ When Municipal needs have largely been met, the crisis subsides, and local government can begin to function in its normal, day-to-day mode, the Resource Management function will have to address some remaining tasks: <ul style="list-style-type: none"> ○ Disposal of excess stocks, which include loaned equipment being returned to its owners. Surplus property can be dealt with through normal procedures, except where hazardous materials are concerned. Warehouse space may be needed for excess donations as local and area volunteer agencies attempt to absorb them. If there is a Donations Management Team, that team may have a role in finding takers for the excess, in coordination with local charities. ○ Demobilization, facilities and staff should be deactivated as soon as feasible, with all reports and documentation filed. ○ The Municipality may need to reimburse or compensate the owners of private property. It may also have to submit required reports that address the Municipality's financial liability for any assistance received or to support any requests for reimbursements made for Public Assistance or Individual Assistance from FEMA under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288 as amended).
Coordination with Volunteer Agencies	
	<ul style="list-style-type: none"> ○ The Emergency Management Director and the Resource Manager will work out policies on how to coordinate Resource Management activities with the volunteer agencies' own donations management efforts. They will also need

	<p>to address the requirements and policies on use of volunteer labor (See for example, Section 28-14 of the Connecticut General Statutes).</p> <ul style="list-style-type: none"> ○ Volunteers from the Municipality who are not otherwise members of a civil preparedness force must swear to a loyalty oath as per Connecticut General Statute Section 28-12, and maintain accurate time records. See also Connecticut General Statutes Section 28-8a.
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Quick Reference: Resource Manager/Management Team Checklist

Core Cadre	<input type="checkbox"/>	Develop a list of the core functions for the Resource Management Team. Identify by position what staff will be required to perform the Resource Management functions, regardless of the nature or scope of the emergency.
Maximum Complement	<input type="checkbox"/>	Prepare an estimate, based on the kinds and number of facilities that would be activated, and the maximum number of personnel that would be needed to support the Resource Management function. A breakdown by facility would be useful.
Augmentation	<input type="checkbox"/>	Indicate in the staffing list how the Municipality will meet any staffing shortfall in the Resource Management function, e.g., reassignment of other Municipal personnel, aid from other jurisdictions, volunteers.
Facilities		
Minimum	<input type="checkbox"/>	Create a Facilities List that outlines where basic Resource Management activities will be conducted, if locations other than the EOC are involved (e.g., if procurement activity will be conducted from City Hall, with communications links to the EOC).
With Significant Influx of Aid Expected	The Resource Manager may direct that other facilities be activated, such as the following:	
	<input type="checkbox"/>	Point of Arrival – This is the designated location within or near the disaster area where newly arriving resources and equipment are initially directed.
	<input type="checkbox"/>	Mobilization Center - A Mobilization Center is a designated location for receiving and processing resources and personnel prior to their deployment to a Staging Area or incident site. It may coincide with the Point of Arrival.
	<input type="checkbox"/>	Staging Areas - Personnel and equipment are assembled at Staging Areas for immediate deployment to an operational site in the affected area. The Municipality has identified the following staging areas: (options include fairgrounds and public school facilities, and/or other Municipal facilities.)
	<input type="checkbox"/>	Warehouses and Other Storage Facilities –If possible, the Municipality may arrange with local realtors to obtain a regular update on warehouse availability. Alternatives include making arrangements with military installations and neighboring jurisdictions to assist with any logistical excess.
With Extensive Donations Expected	If the Municipality is experiencing a very large event with extensive donations, it may request assistance from the State through the appropriate DEMHS	

	Regional Coordinator. Additional facilities may be necessary to handle donations.	
	<input type="checkbox"/>	Donations Coordination Center/Telephone Bank - At a Donations Coordination Center, representatives of the Municipality and volunteer agencies screen unsolicited donations offers and match them with possible recipient organizations. If the State or Municipality chooses to activate an 800-telephone number might set up the telephone bank at this facility. The Municipality may also request the assistance of United Way 211 Infoline, through a request to the appropriate DEMHS Regional Coordinator.
	<input type="checkbox"/>	Checkpoints - Checkpoints permit inspection, scheduling, and (re)routing of inbound trucks and other vehicles bearing donations.
	<input type="checkbox"/>	Donations Receiving Area(s) - A Donations Receiving Area serves as a collection point and sorting area for unsolicited donations of goods. It should be located as close to air, water, and rail transport facilities as is feasible outside the disaster area. State fairgrounds have been used as Donations Receiving Areas. Since fairgrounds also have been suggested as prime locations for Staging Areas, the Municipality will coordinate the logistical demands of donations management with those of the entire Resource Management system.
	<input type="checkbox"/>	Warehouses - Where possible, the donations effort should rely on volunteer agencies' warehousing capacity. However, should additional space be necessary, particularly when disposal of donations becomes difficult, the Municipality will have on hand information from realtors to locate suitable warehousing space.
Lodging	<input type="checkbox"/>	Distribution Centers - Goods are distributed directly to survivors at Distribution Centers. Churches and volunteer agencies' facilities are good locations. In Federally declared disasters, Distribution Centers and Disaster Recovery Centers (DRC) can be co-located or located fairly near one another to allow comprehensive service delivery to the affected populace.
	<input type="checkbox"/>	An influx of volunteers and workers creates a need for billeting. Provision may be made for this at Points of Arrival, Mobilization Centers, and even Donations Receiving Areas. The space can be reclaimed for other purposes if sufficient hotel, church, or school gym space just outside of the affected area is available.
Transportation		
	<input type="checkbox"/>	The Municipality will compile a list of its Municipal-owned transportation resources, and private sector transportation resources which are available for Resource Management.
Communications		
	<input type="checkbox"/>	As a potentially far-flung enterprise, Resource Management depends on communications. The number of telephone lines, fax machines, and other standard equipment required will depend on the anticipated size of the Municipality's Resource Management operation. Special considerations include data modems for a State Donations Coordination Center (to receive information from the national database), a 1-800 trunk line for a State Donations Coordination Center (to receive calls), citizens band radio and

		dispatching for communicating with trucks, and internal communications systems for warehouses (such as walkie-talkies or a public address system).
Office Setup		
Computers and Software	<input type="checkbox"/>	Resource Management involves large amounts of information best handled with databases (resource listings) and spreadsheet programs (financial management, inventory control). Reports will require a word processing program.
Equipment and Supplies	<input type="checkbox"/>	Resource Management will require typical equipment for operating in an office environment with ample supplies.
Forms	<input type="checkbox"/>	Where hard copy forms are used, provide each facility with a sufficient supply on hand from the start (e.g., in a “go kit”). Including the forms in the EOP also permits reproduction, if photocopiers are available.

QUICK REFERENCE: DONATION MANAGEMENT CHECKLIST

The Chief Executive Officer (CEO) and/or the Emergency Management Director (EMD) may appoint a Resource Manager to keep detailed records on all donations received, designate and develop memorandums of agreement for donations storage with local undamaged storage facilities. Additionally the Resource Manager, in conjunction with the EMD may designate one or more volunteer group to work as the Donations Management Task Force. The Resource Manager may also coordinate the following activities with the Municipal Long Term Recovery Coordinator (ESF 14):

	Action	Comments/ Notes
<input type="checkbox"/>	Ensure that a donations management program that coordinates the efforts of the volunteer groups and local government is planned and ready for activation. Establish a Long Term Recovery Working Group to include volunteer groups active in the Municipality.	
<input type="checkbox"/>	Working with the Finance Department, or other fiduciary, manage and report monthly on cash donations and in-kind services until all designated items are repurposed and cash utilized for unmet needs.	
<input type="checkbox"/>	Identify individuals to perform the following key donations management functions: 1.) Volunteer Coordinator 2.) Resources Staging Area Manager 3.) Phone Bank Supervisor 4.) Donations Financial Manager	
<input type="checkbox"/>	Coordinate with CT Volunteers Active in Disaster (CT VOAD) or other the development of a Donations Program for and develop standard operating procedures for the donations management function.	
<input type="checkbox"/>	Schedule and coordinate regular meetings of the Municipal Long Term Recovery Group (ESF 14) or other group assembled to coordinate, update, and collaborate on the donations system and operational process before, during, and after a disaster.	
<input type="checkbox"/>	Determine which donations management functions should be activated before and after a disaster occurs.	
<input type="checkbox"/>	Identify suitable Municipal staff/group for managing the various donations management functions, including volunteers and volunteer agencies.	
<input type="checkbox"/>	Coordinate with CEO and the Public Information Officer (PIO) information of needed donations.	

<input type="checkbox"/>	Develop a plan to dispose of or reuse donated items and close out cash accounts, producing a final report within 90 days of deactivation of the donations management team.	
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ESF-8 Position Aids

The following Position Aids are available to assist those supporting ESF-8 functions

ESF-8 POSITION AIDS	189
<i>Job Action Sheet: ESF-8 Public Health and Medical Services.....</i>	<i>190</i>
<i>GO! Documents: ESF-8 Health and Medical Services</i>	<i>193</i>
<i>Job Action Sheet: Health and Medical Coordinator (ESF 8).....</i>	<i>195</i>
<i>Job Action Sheet: Emergency Medical Service (EMS) Chief (ESF 8)</i>	<i>196</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-8 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

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Job Action Sheet: ESF-8 Public Health and Medical Services

This **Job Action Sheet** provides a list of typical ESF- 8 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-8 provides the mechanism for coordinated local assistance in response to a public health and medical disaster, potential or actual incidents requiring a coordinated local response, and/or during a developing potential health and medical emergency.

Title of Individual Assigned	
Employing Agency/Department	Torrington Area Health
<p>ESF 8 duties include but are not limited to :</p> <p>When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. Public Health and Medical Services include responding to medical needs associated with mental health, behavioral health, and substance abuse considerations of incident victims and response workers.</p> <ul style="list-style-type: none"> ○ Assessment of public health/medical needs <ul style="list-style-type: none"> ○ Health Surveillance ○ Medical care personnel, including Medical Reserve Corps ○ Patient evacuation and care (ESF 1 and ESF 5) ○ Safety and security of drugs, biologics, and medical devices, including Points of Distribution planning and exercise and activation ○ Blood and blood products ○ Food safety and security ○ Agriculture safety and security (ESF 11) ○ All-hazard public health and medical consultation, technical assistance, and support ○ Behavioral health care ○ Public health and medical information ○ Vector control ○ Potable water/wastewater and solid waste disposal ○ Mass fatality management, victim identification, and decontaminating remains ○ Veterinary medical support (ESF 11) ○ Coordinate with partners on Mass Casualty and Mass fatality management planning ○ Coordinate with PIO and with local/regional health districts, and the State Department of Health for public messaging as needed (common message) ○ Coordinate Medical/EMS resources ○ Provide for mental health services as needed ○ Coordinate efforts with ESF-6 Mass Care. ○ Coordinate the health and medical treatment activities of all response organizations involved in providing medical assistance to disaster survivors. 	

- Collect information and report damage/status of health and medical facilities and equipment to the EOC.
- Maintain records of costs incurred.

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 8

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Health Department or Health District	<p>When notified of an emergency situation, sends a representative to the EOC, if appropriate.</p> <ul style="list-style-type: none"> ○ Coordinates the health and medical treatment activities of all response organizations involved in providing medical assistance to disaster survivors. ○ Coordinates necessary mortuary services, to include operations of temporary morgues, and identification of victims. ○ Collects information and reports damage/status of health and medical facilities and equipment to the EOC. ○ Acts as or supports the Health and Medical Coordinator. ○ Coordinates with State Department of Public Health 	
Sewer and Water Department (ESF 12)		
Public Works Department (ESF 3)		
Animal Control Officer (ESF 11)		
Emergency Medical Services (EMS)	<ul style="list-style-type: none"> ○ Respond to the disaster scene with emergency medical personnel and equipment. ○ Upon arrival at the scene, assume an appropriate role in the Incident Command System (ICS). If the ICS has not been established, initiate ICS procedures until relieved by other first responder service (i.e, fire, police). ○ In a Mass Casualty Incident (MCI), EMS operations should be conducted using the 	

	<p>MCI Guidelines, Job Action Sheets, and Checklists found in the GO! Documents.</p> <ul style="list-style-type: none"> ○ Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.) and radio or telephone communications with hospitals, as appropriate. ○ Direct the activities of private, volunteer, and other emergency medical units as needed. ○ Evacuate patients from affected hospitals and nursing homes if necessary. ○ Support the Health and Medical Coordinator. 	
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
CT Department of Public Health		State ESF 8 Lead
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-8 Health and Medical Services

The pages that follow contain materials used by the Municipality in support of ESF-8.

INCLUDE, FOR EXAMPLE:

VOLUNTARILY-PROVIDED CONTACT
INFORMATION REGARDING MEDICALLY FRAGILE
RESIDENTS

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 8 FUNCTIONS, INCLUDING ACTIVATION AND USE OF PERSONNEL AND
EQUIPMENT.

LINKS TO EMERGENCY PLANS FOR HOSPITALS, HEALTH CARE FACILITIES, SENIOR HOUSING, ETC...

LIST OF MUNICIPAL-OWNED TRANSPORTATION RESOURCES AND PRIVATE SECTOR TRANSPORTATION
RESOURCES AVAILABLE TO MOVE INCAPACITATED RESIDENTS

Charlotte Hungerford Hospital Representatives will either be on site in our EOC or available in the EOC
of the Hospital during and emergency that impacts the City/region. They will provide the
link to other plans for the Hospital and other Facilities that directly affect the operations
of the Hospital

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Job Action Sheet: Health and Medical Coordinator (ESF 8)

Primary Assignment

Coordinates the use of health and medical resources and personnel involved in providing medical assistance to disaster survivors. May serve on the CEO's Unified Command.

Title of Individual Assigned	
Employing Agency/Department	

The individual leading Health and Medical Coordination may perform, or direct to be performed, some or all of these tasks, as appropriate:

- When notified of an emergency situation, report to, or provide a person of appropriate authority to report to the Unified Command or the EOC.
- Coordinate with other ESF-8 partners, including local public health, emergency medical services (EMS), hospital, short and long term care facilities, environmental health, mental health, and mortuary services, CT Department of Public Health, Visiting Nurse Association, Medical Reserve Corps, pharmacies, independent medical clinics, dialysis centers, parish nurses associations, faith based organizations, and professional associations to review and prepare emergency health and medical plans and ensure their practicality and interoperability.
- Ensure that all planning activities include representatives of the diverse communities within the Municipality, including those with functional needs and language barriers.
- Coordinate with representatives of Municipal first responders and emergency management services, and local volunteer groups including the American Red Cross (ARC) regarding disaster planning and response.
- Act as liaison to the Health District regarding significant public health concerns.
- Provide technical advice on public health and safety hazards resulting from a hazardous materials release, including biological release.
- Assist as liaison to CT DPH on bacterial or virus prep and precautions and vectors.
- Coordinate with ESF-6 Mass Care/Sheltering to assign medical staff as needed to aid in medical care and monitoring at shelters.
- Work with ESF-15, External Affairs and Emergency Communications to ensure contact via phone or other communications method to provide warnings and health information to the whole community, including those with functional needs and language barriers.

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: Emergency Medical Service (EMS) Chief (ESF 8)

Primary Assignment

The EMS Chief is responsible for making sure that personnel triages, packages and treats rescued injured people during emergency operations; the EMS Chief may help to determine the need for evacuation.

Title of Individual Assigned	
Employing Agency/Department	
<p>The EMS Chief may perform, or direct to be performed, some or all of these tasks, as appropriate:</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, sends response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other locations, as appropriate. ○ Identifies an IC, establishes an Incident Command Post (ICP), and assigns staff. ○ Coordinate response of necessary EMS response and command vehicles and supplies thru local C-MED or regional communications coordination center. ○ Performs IC duties at the emergency scene, if appropriate. Operations, Triage, Staging, Transportation, Communications. ○ Notifies the CEO and/or EOC of the situation. ○ Sends a senior representative to the Unified Command or the EOC, when the EOC has been activated during an emergency. One representative may be assigned to represent several departments if so agreed by the Chiefs. ○ Assist, as appropriate in the evacuation of people at risk, including those with functional needs or language barriers. ○ Coordinate with Health and Medical Officer (ESF-8) regarding field hospitals, local hospitals, incoming Medical Reserve Corps, ESF-8 mutual aid. ○ Alert all emergency response organizations of the dangers associated with technological hazards and fire during emergency operations. ○ Coordinate the baseline evaluations of evacuees and responding personnel at hazardous material incidents. ○ Completes required incident reports for FEMA submission. 	

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

ESF 9 Position Aids

The following Position Aids are available to assist those supporting ESF-9 functions

ESF 9 POSITION AIDS	197
<i>Job Action Sheet: ESF-9 Search and Rescue</i>	198
<i>GO! Documents: ESF-9 Search and Rescue</i>	200

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-9 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for Job-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-9 Search and Rescue

This Job Action Sheet provides a list of typical ESF- 9 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for Job-Specific Duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-9 deploys local Search and Rescue resources to provide lifesaving assistance when there is an actual or anticipated request for local Search and Rescue assistance. ESF-9 may assist in evacuations.

Title of Individual Assigned	
Employing Agency/Department	
ESF 9 duties include but are not limited to : When notified of an emergency situation, report to the EOC or incident scene, if appropriate. <ul style="list-style-type: none"> ○ Provides/supports Life-saving assistance and search and rescue operations, including: <ul style="list-style-type: none"> ○ Structural Collapse Urban Search and Rescue: includes operations for natural and manmade disasters and catastrophic incidents, as well as other structural collapse operations. ○ Maritime/Coastal/Waterborne Search and Rescue: includes operations for natural and manmade disasters that primarily require air, cutter, boat, and response team operations. ○ Land Search and Rescue: includes operations that require aviation and ground forces to meet mission objectives, other than maritime/coastal/waterborne and structural collapse Search and Rescue operations as described above. ○ Provide evacuation support as requested. ○ Train members on search and rescue operations. ○ Conduct structural assessments in coordination with ESF-3, ESF-5 and other appropriate ESFs. ○ Request appropriate resources in coordination with ESF-5 and ESF-7. ○ Assist ESF 1, 4, 10 and 13 as needed. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 9

List of Potential Internal Departments (Community)/External Organizations and Role	Indicate Whether Primary or Supporting Agency
Fire Department(s) (ESF 4)	
Police Department (ESF 13)	
Public Works Department (ESF 1/ESF 3)	
Animal Control Officer (ESF 11)	

Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient. Activate State Urban Search and Rescue Team to assist as appropriate.	Supporting

ESF Specific Duties

Internal Department or Office Name Coordinating/Acting as Representative	Title of Community Representative (Optional)	Tasks		Date	Time
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
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			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		

GO! Documents: ESF-9 Search and Rescue

The pages that follow contain materials used by the municipality in support of this Emergency Support Function (ESF). These pages include sensitive information that may be protected from public disclosure.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES FOR IMPLEMENTATION OF ESF 9 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

ESF-10 Position Aids

The following Position Aids are available to assist those supporting ESF-10 functions

ESF-10 POSITION AIDS	201
<i>Job Action Sheet: ESF-10 [Oil and] Hazardous Materials Response</i>	202
<i>GO! Documents: ESF-10 Hazardous Materials and Oil Response (Also ESF 4, 8, 9, 13, 20)</i>	204

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-10 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for additional specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

Contact list for ESF -10

Job Action Sheet: ESF-10 [Oil and] Hazardous Materials Response

This Job Action Sheet provides a list of typical ESF-10 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for additional specific duties related to this position to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-10 provides local support in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials when activated.

Title of Individual Assigned	
Employing Agency/Department	Torrington Fire/Region 5 Haz-Mat
ESF 10 duties include but are not limited to : When notified of an emergency situation, report to the EOC or incident scene, if appropriate. ○ Prepare for, respond to, and recover from a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents, including oil and hazardous materials (chemical, biological, radiological, etc.) response. <ul style="list-style-type: none"> ○ Detect and assess the extent of release. ○ Stabilize the release and prevent the spread of release. ○ Analyze the options for environmental cleanup and waste disposition ○ Determine the environmental protection goals for short-term and long-term cleanup. ○ Develop plan for storage, treatment, and disposal of oil and hazardous materials. ○ Coordinate with ESF 1, 3, 4, 5, and 13 and other ESFs as appropriate. ○ Coordinate with state and federal agencies involved in hazardous materials response. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 10

List of Potential Internal Departments (Community)/External Organizations and Role	Indicate Whether Primary or Supporting Agency
Fire Department (ESF 4)	
Public Works Department (ESF 3)	
Police Department (ESF 13)	
Regional Haz-Mat Teams (ESF 10)	
Connecticut Department of Emergency Services and Public Protection:	

Connecticut State Police (CSP)/Emergency Services Unit (ESU)/Local Bomb Squad		
Connecticut Department of Energy and Environmental Protection (CT DEEP)	Provide technical assistance and guidance for the successful mitigation and recovery from a hazard materials release. Provide monitoring equipment and personnel to evaluate the hazards and risks posed by the hazardous materials release. Enforce the appropriate state laws and regulations within their authority. Coordinate with local authorities and clean up contractors.	
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-10 Hazardous Materials and Oil Response (Also ESF 4, 8, 9, 13, 20)

The pages that follow contain materials used by the Municipality in support of ESF-10.

Quick Reference: Overview of Hazardous Materials Response Process

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Specific Data Regarding Hazardous Materials Facilities	<p>Under Section 303 of SARA Title III, facilities that handle any of the designated extremely hazardous substances must notify the State Emergency Response Commission (SERC). The following sites have been identified as using extremely hazardous substances within the Municipality. Refer to EOP GO! Documents for more detail.</p> <p>Specific data on these facilities, upon receipt, is maintained on file at the Municipality's:</p> <p>[INSERT LOCATION NAME AND ADDRESS HERE].</p>	
Reported Materials	<p>Lists of hazardous materials known to have been reported as in use, in storage, or in transit at one or more locations within the Municipality are maintained by the local emergency planning committee (LEPC). Refer to the LEPC emergency response plan for specific facilities. Limited information may be contained in the Situation discussion of this EOP.</p>	
Failure to Report	<p>Connecticut General Statutes outline the procedure for responsible parties to submit a report to the Department of Energy and Environmental Protection, Oil & Chemical Spill Division, located in Hartford. Statutes require a report to be filed for any discharge, spillage, uncontrolled loss, seepage or filtration of oil, petroleum or chemical liquids or solid, liquid or gaseous products or hazardous waste. Penalties or fines may be imposed for violation of this Statute.</p>	
Release Detection	<p>A release is defined by Title III as any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping or disposing into the environment. This includes the discarding of barrels or other receptacles containing or which once contained a hazardous substance. Compliance with the provisions of the Occupational Safety and Health Administration (OSHA) Hazard Communication Standard requires employers to establish hazard communication programs. Refer to EOP GO! Documents for more detail.</p>	
Notice by Facility	<input type="checkbox"/>	<p>In the event of a spill/release potentially endangering public safety, the facility will immediately notify the Municipality in which the incident has occurred. <u>Notification of the Municipality by the facility</u> will be accomplished through contact with the appropriate public safety answering point (911).</p>

	<input type="checkbox"/>	Under SARA Title III a <u>facility</u> producing, using or storing one or more hazardous materials <u>must also notify</u> the following: National Response Center, State Emergency Response Commission (SERC) and Local Emergency Planning Committee (LEPC) of any release that exceeds the reportable quantity for that substance. Subject to this notification requirement are all materials on the CERCLA list and those on the list of extremely hazardous substances established by the Environmental Protection Agency. Refer to the contact list in the Go! Documents for the telephone number of these and other Special Response Organizations or Sources of Information.
Notification Outline	The emergency notification must include the following:	
	<input type="checkbox"/>	chemical name
	<input type="checkbox"/>	whether it is an extremely hazardous substance
	<input type="checkbox"/>	an estimate of the quantity released into the environment
	<input type="checkbox"/>	the time and duration of the release
	<input type="checkbox"/>	the medium into which the release occurred
	<input type="checkbox"/>	any known or anticipated acute or chronic health risks associated with the release
	<input type="checkbox"/>	advice on medical attention for exposed individuals
	<input type="checkbox"/>	necessary precautions such as evacuation
	<input type="checkbox"/>	the name and telephone number for a contact person
	<input type="checkbox"/>	the name and telephone number for an <u>alternate</u> contact person.
Internal Procedures	<input type="checkbox"/>	As necessary, follow the concept of operations/direction and control guidance as well as the position-based considerations by job established in the Municipality LEOP and other relevant standard operating procedures, emergency action plans or emergency response plans to appropriately notify internal Municipality staff and leadership. This includes but is not limited to compliance with the Local Emergency Planning Committee's Emergency Response Plan and the Municipality's Consequence Management Plan for Deliberately Caused Incidents Involving Chemical Agents.
	<input type="checkbox"/>	Refer to EOP Job Action Sheets and related GO! Documents for more detail.
Incident Command	The primary responsibility of the Fire Department responding to the scene of a hazardous materials incident includes:	
	<input type="checkbox"/>	assess the health hazard through product identification
	<input type="checkbox"/>	provide pre- and post-incident health monitoring of personnel
	<input type="checkbox"/>	provide basic and advanced life support to incident victims
	<input type="checkbox"/>	advise the Incident Commander on responding personnel exposure time based on examination
	<input type="checkbox"/>	assist with personnel decontamination
	<input type="checkbox"/>	communicate health hazard information from the scene to emergency rooms or other elements of the medical system
	<input type="checkbox"/>	initiate and maintain incident exposure records

	<input type="checkbox"/>	if required, establish EMS command and triage and serve as primary or secondary triage officers
	<input type="checkbox"/>	assist ambulance crews with decontamination and transportation of casualties
	<input type="checkbox"/>	ensure department standard operating procedures are followed
Hazard Area Isolation	<input type="checkbox"/>	As necessary, reference a copy of the U.S. Department of Transportation Emergency Response Guidebook. The tables are useful only for the first 20-30 minutes of an incident involving the release of volatile liquids or gasses. Refer to related GO! Documents for more detail.
	<input type="checkbox"/>	Contact the CHEMTREC hot line provided in the contact lists of the EOP GO! Documents.
	<input type="checkbox"/>	When necessary, the Incident Commander will establish a designated Staging Area for EMS providers that is beyond the restricted area and adjacent to the equipment Staging Area.
Public Warning and Evacuation	<input type="checkbox"/>	As necessary, follow the concept of operations/direction and control guidance as well as the position-based considerations by job established in the Municipality EOP and other relevant standard operating procedures, emergency action plans or emergency response plans to appropriately notify the public and evacuate, if necessary.
	<input type="checkbox"/>	Refer to EOP Job Action Sheets and related GO! Documents for more detail.
All Responding Personnel	<p>Although the authority to manage a hazardous materials release is the responsibility of the Fire Department, the support of other agencies may be required. The agencies identified herein should expect to become involved at a hazmat incident of any magnitude. The responsibilities listed are only a basic outline.</p> <p>Additionally, as appropriate to the position assigned, refer to Job Action Sheets in the Municipality EOP for additional considerations of the job generally relating to emergency response and recovery.</p>	
Safety and Security/ Evacuation	The Police Chief (Police Department) will:	
	<input type="checkbox"/>	provide a liaison officer of supervisory rank to the Incident Commander and/or the Emergency Operations Center
	<input type="checkbox"/>	coordinate evacuation of endangered people outside the contaminated or restricted areas
	<input type="checkbox"/>	control traffic routes outside the restricted area
	<input type="checkbox"/>	provide security for the restricted area
	<input type="checkbox"/>	ensure department standard operating procedures are followed
	The State Police will:	
	<input type="checkbox"/>	augment the normal policing functions of the Municipality Police Department
	<input type="checkbox"/>	provide communications links with other state agencies
	<input type="checkbox"/>	provide traffic control on any state roadway located in the restricted area
In many release situations there will be ill or injured who must be treated and transported to the Municipality's emergency medical facilities. In addition to their normal procedures Emergency Medical		

Service (EMS) personnel must focus on personnel safety and problems such as contamination, toxicity, protective equipment' and gathering special information. The initial response to the medical aspects of any hazardous materials incident will follow the operational guidelines of the Fire Department.		
Medical Surveillance	<input type="checkbox"/>	Each person who enters the exclusion area shall be provided with pre- and post-entrance on-site physical examinations.
	<input type="checkbox"/>	All medical surveillance and monitoring should be performed in a designated area outside the exclusionary zone and adjacent to the decontamination area.
	<input type="checkbox"/>	Refer to EOP Job Action Sheets and related GO! Documents for more detail.
Decontamination	<input type="checkbox"/>	Hazardous materials decontamination will be directed toward reduction of absorption, prevention of systemic exposure, confinement of contaminant to specific areas, and prevention of contamination of EMS and hospital personnel. Decontamination will follow generally accepted best practices.
	<input type="checkbox"/>	Decontamination personnel, with proper personnel protection, will establish a decontamination area where directed by the Incident Commander.
	<input type="checkbox"/>	Attention should be paid to water runoff.
	<input type="checkbox"/>	The personal effects and equipment of individuals will be removed, collected, decontaminated, documented and properly contained.
Medical Care	Emergency Medical Services (EMS) Chief , when position is established (otherwise the Incident Commander , is responsible for notifying hospital emergency services of the following.	
	<input type="checkbox"/>	victims have suffered toxic exposure
	<input type="checkbox"/>	material, routes and amount of suspected exposure
	<input type="checkbox"/>	approximate number of victims involved
	<input type="checkbox"/>	estimated time of arrival to facility
	<input type="checkbox"/>	current status, i.e. decontamination in progress
	<input type="checkbox"/>	The receiving hospital will notify Emergency Medical Service (EMS) providers at the release site of special procedures to follow (access route to emergency room, etc.) and the current capacity of their facility.
	The Regional Dispatch Coordination Center will	
	<input type="checkbox"/>	control all communications between hospitals and on-site EMS personnel, this may include baseline evaluations of evacuees and responding personnel
	<input type="checkbox"/>	coordinate medical evaluation of any casualties
Health and Safety/ Environmental Protection/ Public Works	The Health/Medical Coordinator (Health Department) will:	
	<input type="checkbox"/>	provide a person of appropriate authority to the Incident Commander and/or the Emergency Operations Center
	<input type="checkbox"/>	provide technical advice on public health and safety hazards resulting from the release
	<input type="checkbox"/>	notify and maintain liaison with appropriate state and federal health agencies
	The Water Pollution Control Authority Director (WPCA/Sewer Department) will:	
	<input type="checkbox"/>	provide a liaison to the Incident Commander and/or the EOC as requested
	<input type="checkbox"/>	take necessary actions to protect the sewage treatment system from the effects of hazardous materials release

	The Water Director (Water Department/Water Company/Regional Water Authority) will:	
	<input type="checkbox"/>	provide a liaison to the Incident Commander and/or the EOC as requested
	<input type="checkbox"/>	take necessary actions to protect the water treatment system from the effects of hazardous materials release
	The Airport Manager will:	
	<input type="checkbox"/>	provide a liaison to the Incident Commander and/or the EOC
	<input type="checkbox"/>	coordinate FAA restriction of air traffic around the incident site
	<input type="checkbox"/>	as requested, provide reports on existing weather conditions in the area, particularly, wind data
	The Municipal Engineer will:	
	<input type="checkbox"/>	provide a liaison to the Incident Commander and/or the EOC
	<input type="checkbox"/>	provide technical advice on the effects of a release into the sewer system, onto roads and bridges, etc.
	<input type="checkbox"/>	provide advice on possible structural repairs and containment construction as required
	The Public Works Director (Public Works Department) will:	
	<input type="checkbox"/>	provide a person of appropriate authority as a liaison to the Incident Commander and/or the EOC
	<input type="checkbox"/>	make heavy equipment, trucks and manpower available as required
	<input type="checkbox"/>	provide sand
	<input type="checkbox"/>	as required, contact private construction contractors for additional resources
	The CT Department of Transportation (CT DOT) will:	
	<input type="checkbox"/>	Provide heavy equipment, trucks, labor and supplies to augment the Public Works department.
	<input type="checkbox"/>	Provide additional sand, if needed.
	The US Coast Guard (USCG) will:	
	<input type="checkbox"/>	Provide a liaison to the Incident Commander and/or the EOC.
	<input type="checkbox"/>	Provide technical assistance, contact with the U.S. Environmental Protection Agency on air sampling equipment.
	<input type="checkbox"/>	Advise on the protection of waterways possibly affected by a hazardous materials release.
<input type="checkbox"/>	Enforce the appropriate laws and regulations within their jurisdiction.	
The CT Department of Energy and Environmental Protection (CT DEEP) will:		
<input type="checkbox"/>	Provide technical assistance and guidance for the successful mitigation	
<input type="checkbox"/>	And recovery from a hazard materials release.	
<input type="checkbox"/>	Provide monitoring equipment and personnel to evaluate the hazards and risks posed by the hazardous materials release.	
	Enforce the appropriate state laws and regulations within their authority.	
	Coordinate with local authorities and clean up contractors.	

Quick Reference: Overview of HazMat Response for Nuclear/Radiologic Incident

Even though it is unlikely that a nuclear/radiological incident will pose a serious threat to the health and safety of the people of this State, it is necessary that the State and local governments be able to: detect radiation, assess the seriousness of the threat, and take appropriate protective and remedial actions through a coordinated response.

As such, the Municipality will implement the following measures for preparedness, monitoring, response and recovery in the event of a nuclear/radiological incident.

Emergency Operations Plan and Emergency Operations Center	<input type="checkbox"/>	The Municipality will continue to maintain a local Emergency Operations Plan that is all-hazards oriented with consideration for radiological emergencies. All-hazards emergency support functions will be highlighted in the EOP. All nuclear/radiological specific emergency response plans that are referenced herein, will be implemented as part of the EOP in response to a nuclear/radiologic incident, as appropriate. Additionally, the Municipality will consider radiological emergency detection and basic hazardous materials (HazMat) response as part of the various responsibilities of its Municipality leaders and supporting functions of staff in its Emergency Operations Center (EOC). This may require the Municipality to provide first responders to an emergency and/or implement precautionary or protective measures. Ultimately, the Municipality will not be responsible for radiological response as this will be handled by the CT DEEP upon its notification of an event.
Basic Radiological Materials Detection Equipment	<input type="checkbox"/>	The Municipality will maintain basic radiological materials detection equipment for first responders, such as a Geiger/Muller detector.
First Responder Basic HAZMAT Training	<input type="checkbox"/>	The Municipality will ensure that its first responders have basic HAZMAT training.
Immediate Notice to CT DEEP	<input type="checkbox"/>	In a nuclear/radiological incident or if radioactive activity is detected, to ensure the most efficient, coordinated response that is practical for the situation, the Municipality will immediately contact the Connecticut Department of Energy and Environmental Protection (CT DEEP) Dispatch at 1-866-DEP-SPIL.
State/Federal Coordination	<input type="checkbox"/>	The Municipality will coordinate with all appropriate State of Connecticut and federal agencies in unified command for in a nuclear/radiological incident according to the procedures outlined in the Connecticut State Response Framework and appropriate radiological emergency response plans (RERPs). In a nuclear/radiological incident that results in a Declaration of a State of Emergency by the Governor and/or President or their

		designees, the Municipality will follow the directive of the State and/or federal government.
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Contacts – HazMat (ESF 10): Hazardous Materials Facilities

In an effort to protect sensitive information, detail for emergency operations contact lists are maintained on file at the Municipality's EOC and with the CT DESPP/DEMHS Regional Office under separate cover. As appropriate, this information may be maintained on hand by designated emergency operations personnel as well. Do not disseminate further without consultation with EMD, CEO, and Municipal Attorney.

The below listed facilities located within the Municipality are known to have participated in Local Emergency Planning Committee (LEPC) preparations for hazardous materials handling.

HAZARDOUS MATERIALS FACILITIES				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

Contacts – HazMat (ESF 10): Special Response Organizations or Sources of Information

In an effort to protect sensitive information, detail for emergency operations contact lists are maintained on file at the Municipality's EOC and with the CT DESPP/DEMHS Regional Office under separate cover. As appropriate, this information may be maintained on hand by designated emergency operations personnel as well. Do not disseminate further without consultation with EMD, CEO, and Municipal Attorney.

Special Response Organization or Sources of Information				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address
PSAP	24 Hour Dispatch ***Public Notification in the Event of a Public Safety Hazard***	9-1-1	860-626-7525 Dispatch-860-496-0711	

National Response Center		(800) 424-8802		
State Emergency Response Commission		(203) 566-4017		
Local emergency Planning Committee				
CT Department of Energy and Environmental Protection (DEEP)	24 Hour Dispatch ***Report Spills or Other Environmental Emergencies***	860-424-3338	1-866-DEP-SPIL	
Chemical Transportation Emergency Center	CHEMTREC provides advice for those at the scene of an emergency, then promptly contacts the ship of the hazardous materials involved for more detailed assistance.	1-800-424-9300		

JOB AID: ESF-10 HAZARDOUS MATERIALS AND OIL RESPONSE (ALSO ESF 4, 8, 9, 13, 20)

This Job Aid is intended to address “typical” Municipality hazardous materials incidents involving accidental spills/releases from fixed facilities or along transportation corridors. It is not intended to address deliberately caused chemical events which can present additional and more difficult challenges to response personnel. Response relating to nuclear/radiological materials is a unique scenario and a brief, high-level overview of the concerns relating to this subject is included as well.

The Fire Department may be required to respond to any of the following transportation or fixed site incidents involving hazardous materials: highway, waterway, airport, railway, pipeline, bulk storage, industrial or education lab, medical research facility, medical treatment facility, medical laboratory, warehouse, recreation facility, and industrial facility.

Emergency personnel should anticipate responding to release of any of the following or a combination of the following classes of hazardous substances or any other material that represents an unreasonable risk to safety or property.

- Flammable and combustible liquids
- Compressed and liquefied gases
- Poisons in any physical state
- Explosives

-
- Corrosives
 - Radioactive materials
 - Oxidizers and reactives
 - Etiologic agents

It is the mission of the Fire Department to isolate, contain and stabilize a hazardous materials incident until the material can be removed or disposed of properly. It is recognized by the Fire Department that an incident could occur that is beyond immediately available resources and that the only actions that may be taken are evacuation, shelter-in-place or other measures to protect local inhabitants and responding personnel.

Authority of the Fire Chief

Pursuant to Section 7-313e, Title 7, Chapter 104 of the Connecticut General Statutes, the Fire Chief of the Municipality, or any fire department member serving in the capacity of senior-fire-officer-in-charge, exercises the authority of Incident Commander to direct and control actions at the scene.

Also, pursuant to the Superfund Amendments and Reauthorization Act (SARA) of 1986 and its Emergency Planning and Municipality Right-to-Know Act (EPCRA) provisions, the Municipal fire chief has the authority to direct actions at the scene of a hazardous materials response incident. OSHA requires that the Incident Command System be used for hazardous materials events. Moreover OSHA regulations and NFPA standards require that hazardous materials emergency responders be trained and equipped to perform in the hazmat environment. Also, pursuant to Title 22a, Chapter 446e, the State Emergency Response Commission (SERC) has designated the Municipality's Local Emergency Planning Committee (LEPC) to plan and prepare for the Municipality's response to hazardous materials incidents.

Local Emergency Planning Committee's Emergency Response Plan and the Municipality's Consequence Management Plan for Deliberately Caused Incidents Involving Chemical Agents

Included herein, by reference, this LEOP incorporates two additional hazardous materials planning documents:

- The Local Emergency Planning Committee's Emergency Response Plan and the Municipality's Consequence Management Plan for Deliberately Caused Incidents Involving Chemical Agents.
- Pursuant to Section 22a-601(b) of the Connecticut General Statutes (CGS), the State Emergency Response Commission (SERC) designated local planning districts by notifying the Chief Executive Official in each Municipality that each Municipality was designated as a Local Emergency Planning Committee (LEPC). The integration of the LEPC emergency plan with facilities, state, or federal emergency plans are required under 29 CFR 1910.120(1)(2) (ii)-(2)(C); (p)(8)(ii)(A&B); (q)(2)(i) and (ii).

-
- LEPC members work with regulated facilities, as well as the other emergency preparedness and response officials, to ensure that the Municipality local emergency plan is compatible with their facility plan. The LEPC has the responsibility to develop, review and update annually the Emergency Response Plan and to evaluate and make recommendation with regard to resources for plan development, maintenance, and implementation.
 - Additionally with regards to hazardous material planning, local communities need to coordinate their planning activities with their Consequence Management Plan for Deliberately Caused Incidents Involving Chemical Agents. The Consequence Management Plan outlines the anticipated interaction of federal, state, local and private response organizations when responding to an incident which may have been a deliberately caused incident involving a chemical agent and which has caused, or has the potential to cause, mass casualties.

Hazardous Materials Facilities

Under Section 303 of SARA Title III, facilities that handle any of the designated extremely hazardous substances must notify the State Emergency Response Commission (SERC). The sites identified as using extremely hazardous substances are listed in the **GO! Documents** section of this Emergency Operations Plan (LEOP).

Under SARA Title III a facility producing, using or storing one or more hazardous materials must also notify the National Response Center, the State Emergency Response Commission (SERC) and the Local Emergency Planning Committee (LEPC) of any release that exceeds the reportable quantity for that substance. Subject to this notification requirement are all materials on the CERCLA list and those on the list of extremely hazardous substances established by the Environmental Protection Agency.

Release and Detection

A release is defined by Title III as any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping or disposing into the environment. This includes the discarding of barrels or other receptacles containing or which once contained a hazardous substance. There is a limited number of detection or monitoring devices in place in Municipality's SARA sites. Facilities which handle chlorine have chlorine detection systems that alert to one part per million. There are warning detectors built into anhydrous ammonia closed systems which activate when a release causes a drop in the system pressure. The majority of releases will be detected by the human senses: visual sighting of a chemical release by checking gauges or observing a leaking area, smell of a chemical release, and by touch. Compliance with the provisions of the Occupational Safety and Health Administration (OSHA) Hazard Communication Standard requires employers to establish hazard communication programs. This action will reduce the occurrence of chemically related incidents and occupational illnesses or injuries.

Failure to Report

Connecticut General Statutes outline the procedure for responsible parties to submit a report to the Department of Energy and Environmental Protection, Oil & Chemical Spill Division, located in Hartford. Statutes require a report to be filed for any discharge, spillage, uncontrolled loss, seepage or filtration of

oil, petroleum or chemical liquids or solid, liquid or gaseous products or hazardous waste. Penalties or fines may be imposed for violation of this Statute.

CHEMTREC Assistance

CHEMTREC stands for the Chemical Transportation Emergency Center, a public service of the Chemical Manufacturers Association at its offices in Washington, DC. CHEMTREC provides immediate advice for those at the scene of an emergency, then promptly contacts the shipper of the hazardous materials involved for more detailed assistance and appropriate follow-up. CHEMTREC operates around the clock.

CHEMTREC can usually provide hazard information guidance when given the identification number or the name of the product and the nature of the problem. For more detailed information and assistance, provide as much of the following as possible.

- Name of caller and callback number
- Nature and location of the problem
- Guide number in use
- Shipper or manufacturer
- Container type
- Railcar or truck number
- Carrier name
- Consignee
- Local weather conditions

Incidents involving hazardous materials frequently occur at inconvenient locations making communications difficult. It is important that every effort possible should be made to keep a phone line open so that the shipper can make contact with the Incident Commander to provide guidance and assistance.

Radiological Emergency Response

The Municipality may potentially be challenged by a nuclear/radiological incident. Depending upon the type, scope and complexity of the incident, the Municipality and/or the State may be responsible for the immediate response and short-term recovery activities. Such incidents may occur on Municipality-owned or -licensed facilities, privately owned property, urban centers, or other areas and may vary in severity from small to catastrophic. Additionally, nuclear/radiological incidents may result from inadvertent or deliberate acts.

General Categories of Incidents⁷

Nuclear/radiological incident can be divided into two categories:

⁷ Nuclear/Radiological Incident Annex (NRIA), National Response Framework, June 2008.

-
- **inadvertent or otherwise accidental releases** – includes two types of nuclear facilities (commercial or weapons production facilities), lost radioactive material sources, transportation accidents involving nuclear/radioactive material, domestic nuclear weapons accidents, and foreign accidents involving nuclear or radioactive material that impact the United States or its territories, possessions, or territorial waters.
 - **releases related to deliberate acts** - includes, but is not limited to, response to the effects of deliberate attacks perpetrated with radiological dispersal devices (RDDs), nuclear weapons, or improvised nuclear devices (INDs).

These incidents may also include potential release of radioactive material that poses an actual or perceived hazard to public health, safety, national security, and/or the environment.

The most common nuclear/radiological incidents have to do with the loss, theft, or mismanagement of relatively small radioactive material sources, or technologically enhanced, naturally occurring radioactive material, where some exposure of individuals or dispersal into the environment occurs. Generally, greater regulatory control, safeguards, and security accompany larger quantities of radioactive materials, which pose a greater potential threat to human health and the environment.

Virtually any facility or industrial practice (including transportation of materials) may be vulnerable to a deliberate act, such as terrorism, or an accident of some sort that could release radioactive material, including a fire.

Potential Mechanisms

The following is a list of potential mechanisms by which the Municipality may face a nuclear/radiological incident. This list is not intended to be all-inclusive.

- **Radiological Materials Transportation – Various radioactive materials are transported into, out of, and through the State.**
- **Low-Level Radioactive Materials⁸** – In Connecticut, there are many facilities that use low-level radioactive materials and/or industrial x-ray devices in a variety of ways including research, radiography and training, industrial radiography, activation analysis, ion implantation, and radioisotope production.
- **Radioactive Dispersion Devices/Improvised Nuclear Devices (RDD/IND)⁹** – A radiological dispersal device is any device used to spread radioactive material into the environment with malicious intent. The harm caused by an RDD is principally contamination, and denial of use of the contaminated area, perhaps for many years.
- **Military Nuclear Weapons Accident and Other Acts of National Security/Terrorism with Nuclear Materials¹⁰** – A nuclear device could originate directly from a nuclear state, be modified from preexisting weapons components, or be fashioned by terrorists from the basic fissile nuclear materials (uranium-235 or plutonium-239).

⁸ Connecticut Department of Energy and Environmental Protection website materials.

⁹ Nuclear/Radiological Incident Annex (NRIA), National Response Framework, June 2008.

¹⁰ Nuclear/Radiological Incident Annex (NRIA), National Response Framework, June 2008.

ESF-11 Positon Aids

The following Position Aids are available to assist those supporting ESF-11 functions

ESF-11 POSITON AIDS.....	217
<i>Job Action Sheet: ESF-11 [Animal Protection,] Agriculture and Natural Resources.....</i>	<i>218</i>
<i>Job Action Sheet: Animal Care and Control Coordinator (ESF 11).....</i>	<i>220</i>
<i>GO! Documents: ESF-11 Animal Protection, Agriculture and Natural Resources</i>	<i>222</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-11 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for additional specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-11 [Animal Protection,] Agriculture and Natural Resources

This Job Action Sheet provides a list of typical ESF-11 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for additional specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-11 organizes and coordinates the capabilities and resources of the local government to facilitate the delivery of services, technical assistance, and expertise during an incident.

Title of Individual Assigned	
Employing Agency/Department	

ESF 11 duties include but are not limited to :

When notified of an emergency situation, report to the EOC/Unified Command, if appropriate.

- Coordinate with State Department of Agriculture and ESF-8 Public Health on planning and response to animal, plant, and pest diseases.
- Provide for natural and cultural resources and historic properties protection in planning.
- Coordinate with appropriate agencies on food safety and security (if applicable).
- In coordination with ESF 6, plan for sheltering of household pets.

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 11

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Animal Control Officer (ESF 10)		
Public Works Department (ESF 3)		
Planning and Zoning Department		
Health Department or Health District (ESF 8)		
Local Veterinarians		
Animal Rescue Organizations (Various)		
Local Historic Society		

Connecticut Department of Agriculture (CT DoAg)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Energy and Environmental Protection (CT DEEP)	As necessary, provide technical assistance and mutual aid.	Supporting
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Animal Care and Control Coordinator (ESF 11)

Primary Assignment

Coordinate the services provided to and with regard to animals in emergencies, including coordinating sheltering, feeding, protection, care, control, and potential disposal of animal victims.

Title of Individual Assigned	Torrington PD. Animal Control
Employing Agency/Department	Torrington Police Department

The individual leading Animal Care and Control Coordination (ESF 11) may perform, or direct to be performed, some or all of these tasks, as appropriate:

When notified of an emergency situation, report to the EOC, if open.

- Coordinate preparedness activities with public and private sector [ESF -11](#) representatives. These activities may include planning that addresses provisions for the protection of companion and farm animals, wildlife, animals in zoos and aquarium parks, animal shelters, animal research facilities, university medical and animal science centers, pet stores, etc.
- Coordinate with state/local agencies such as the state Department of Energy and Environmental Protection (DEEP), farm bureaus, and the state Department of Agriculture
- Coordinate with EMD and other Emergency Support Function groups (ESFs), including Mass Care/Shelter ([ESF 6](#)), Evacuation ([ESF 1](#)), Resource Manager ([ESF 7](#)), Health and Medical ([ESF 8](#)) to ensure that animal protection and safety is included in all emergency planning.
- Coordinate in advance of emergency to obtain mutual aid assistance from non-governmental organizations such as the Red Cross, Humane Society, Veterinary Medical Associations (State and national), Veterinary Technician Associations, livestock and horse associations, kennel clubs, Animal Response Team(s) organized locally or regionally as CERT teams (SARTs), and other animal protection volunteer groups.
- Work with EMD to establish or enhance existing volunteer emergency animal response teams such as Animal Response Teams(s) organized locally or regionally as CERT teams (SARTs). Solicit volunteers that include trained professionals and volunteers to accomplish necessary actions during response operations, including animal control officers, Humane Society staff, veterinarians, veterinary technicians, livestock inspectors, game wardens, farmers, kennel owners, and volunteers from animal protection organizations, etc.
- Work with EMD to make sure that procedures are in place for activation of volunteer animal emergency response teams.
- Coordinate public and private sector efforts to meet the animal service needs that arise including:
 - **Rescue and capture of animals that have escaped confinement, and been displaced**
 - **Evacuation**
 - **Sheltering**
 - **Care of the injured, sick, and stray**
 - **Disposal of dead animals**
- Prepare a resource list that identifies the agencies/organizations that are responsible for or may assist in providing the supplies (medical, food, and other necessary items) needed to treat and care for injured and sick animals during large-scale emergencies and disasters. . Coordinate with these agencies in advance of any emergency.

- Coordinate response activities with the appropriate ESF representatives in the EOC (EMD, EOC Manager, Evacuation Coordinator, Mass Care/Shelter Coordinator, Red Cross, Public Information Officer, Health Director, Resources Manager, etc.).
- Coordinate the rescue of injured or endangered animals through the EOC.
- Assist in establishing pet-friendly shelters.
- Ensure that the availability of pet-friendly shelters is publicly disseminated and that these shelters are entered into Web EOC.

Job-Specific Duties

Tasks		Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-11 Animal Protection, Agriculture and Natural Resources

The pages that follow contain materials used by the Municipality in support of ESF-11.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 11 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

SEE PET EVACUATION MATERIALS, INCLUDING PET SHELTER MANAGEMENT PLAN AND FORMS<
LOCATED IN ESF-6 MASS CARE GO! DOCUMENTS.

ESF-12 Position Aids

The following Position Aids are available to assist those supporting ESF-12 functions

ESF-12 POSITION AIDS	223
<i>Job Action Sheet: ESF-12 Energy and Utilities</i>	224
<i>GO! Documents: ESF-12 Energy and Utilities</i>	226

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-12 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

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Job Action Sheet: ESF-12 Energy and Utilities

This Job Action Sheet provides a list of typical ESF-12 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-12 Lead

ESF-12 collects, evaluates, and shares information on energy/utility system damage and estimations on the impact of energy system outages within the Municipality. ESF-12 also provides information concerning the energy restoration process such as projected schedules, percent completion of restoration, and geographic information on the restoration. ESF-12 works with utility liaisons to determine and coordinate restoration priorities.

Title of Individual Assigned	
Employing Agency/Department	
ESF 12 duties include but are not limited to : When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. <ul style="list-style-type: none"> ○ Assist with pre-identification of priority restoration sites. ○ Assist in assessment of the energy impacts of the incident. ○ Coordinate with affected utilities including, power, natural gas, telephone (land line and cellular) internet and cable television. ○ Working with EMD, assure liaison for all utilities are in EOC or accessible to EOC. ○ Participate in Unified Command meetings as requested, and provide status briefings at the Unified Command meetings. ○ Coordinate with appropriate agencies on energy and utilities infrastructure assessment and utilities restoration. ○ Coordinate with ESF 3, energy and communications utilities, on the Make Safe Protocol. ○ Coordinate with ESF 6 on identifying priority restorations for functional needs. ○ Keep accurate logs and other records. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 12

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Fire Department (ESF 4)	Work with ESFs involved in Make Safe	
Public Works Department (ESF 3)	Work with ESFs involved in Make Safe	

Public-Safety Answering Point (PSAP)	Work with all ESF's involved in Make Safe Provide dispatch services	
Public Utilities, Private and Public Sector Non-Energy Partners : Energy, Water, Sewer, Gas (Natural and Propane) Gas Pipeline Company Telecommunications, Wireless—List the companies operating	<ul style="list-style-type: none"> ○ Assign qualified individuals to serve as liaisons between their companies and the Municipality for the duration of the emergency. ○ Determine priorities for service restoration as established through mutual agreement between the Chief Executive Officer and utility companies involved. ○ Work in coordination with Primary and Supporting ESFs and Agencies ○ Keep the EMD/CEO informed of damage assessments and progress of repairs 	Primary
Law Enforcement (ESF 13)		
External Utility Contractors	<ul style="list-style-type: none"> ○ Work with their respective Utility providers keeping them informed of progress and restoration assessments' ○ Support Primary and Supporting Agencies and ESFs ○ Work with ESF-3 where appropriate ○ Work with ESF-13 where appropriate 	
External Debris Management Contractors	Work with ESF-3	
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient. ESF-Specific Duties	Supporting

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-12 Energy and Utilities

The pages that follow contain materials used by the Municipality in support of ESF-12 , including materials on the Make Safe Protocol for Clearing Blocked Roads.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES FOR IMPLEMENTATION OF ESF 12 FUNCTIONS, INCLUDING ACTIVATION AND USE OF PERSONNEL AND EQUIPMENT.

LINK TO ESF 12 LOCAL ANNEX, INCLUDING MAKE SAFE PROTOCOL AND RELATED MATERIALS

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

QUICK REFERENCE: OVERVIEW OF ESF-12 PROCESS BY PHASE

Preparedness	Ensure that Standard Operating Procedures (SOPs) are in place to perform appropriate levels of mitigation, preparedness, response, and recovery that a given disaster or emergency may require
	Assist locals and state agencies with mitigation and preparedness measures prior to an actual emergency or disaster
	Assign and train personnel to support emergency operations at the Emergency Operations Center (EOC), or other areas of operation
	Actively participate in planning, training and exercise activities at the state, local, levels
	Work with local emergency organizations to establish priority restoration when repairing energy systems
	Understand the Make Safe Protocol for Clearing Blocked Roads and Procedures for activation in an emergency
Response	Provide an ESF-12 liaison to the EOC as needed or requested
	Assist in providing sufficient power and fuel supplies to state agencies, response organizations, and areas along evacuation routes
	Provide, to the extent possible, materials, supplies, and personnel for the support of emergency activities being conducted by local EOCs
	Establish and maintain communication with utility representatives and/or fuel suppliers to determine response and recovery needs
	Identify emergency power needs for shelters or other facilities
	Work in coordination appropriate ESF's or other support agencies
	Participate in Unified Command meetings, and provide status briefings at the Unified Command meetings
	Assist in gathering and providing information to the Planning Section and Operations Section for establishing operational priorities, developing situation reports and Incident Action Plans (IAP)s, EOC Public Information Officer (ESF 15) for press releases

	When appropriate in coordination with the local EMD and unified command group activate the Make Safe Protocol for Clearing Blocked Roads
	Keep accurate logs and other records
Recovery	Coordinate efforts to provide for resources requested by local agencies
	Review recovery actions and develop strategies for meeting local utility needs;
	Monitor local, state, and utility actions;
	Work with local emergency organizations to monitor the status of critical facilities during power outages
	Coordinate with local emergency organizations to prioritize and/or modify the list of critical facilities during power outages as necessary;
	Update EOC with assessments of utility supply, demand, and requirements to repair or restore systems;
	Keep accurate logs and other records of emergency responses.
After-Action	Draft recommendations and other reports as appropriate
	Participate in post-hazard mitigation studies to reduce the effects of any future disasters.
	Prepare an after-action report, identifying key problems, how they will be or were solved, and making recommendations for improving ESF response operations;
	Meet and amend any plans or procedures to address the issues identified in any After Action report or meeting.

Quick Reference: Restoration Priorities

Energy/electric companies, and as appropriate and necessary, other public service companies, review response plans and emergent priorities in concert with the Municipal Incident Commander, who will recognize the technical expertise of the public service company. Energy and Non-Energy Companies that provide public services acknowledge and shall perform the following duties, including responding in accordance with the following priorities as appropriate to the nature of their services:

First Priority	<p>Immediate Life Threatening Situations, Public Health and Safety</p> <p>Public Safety requires the de-energizing or cutting down of downed primary voltage distribution lines;</p> <p>Police and fire life safety calls (which may include situations where lack of power creates an immediate or imminent threat to life, as reported by Municipal officials) ;</p> <p>Removal of electrical hazards from blocked roads. After the storm has passed to allow for safe operation of aerial devices (winds of less than or equal to 30 mph), establish city/town cut down crews (line and tree crews paired up) and have them muster with the Municipality public works department or police/fire department representatives to cut and clear all trees in order to clear blocked roadways of electrical hazards.</p>
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Second Priority	Substations, Transmission Lines, Critical Facilities Service restoration to a maximum number of customers in a minimum amount of time using appropriate number of work forces. Crews may be paired with tree trimmers to facilitate more rapid restoration; Restoration of Transmission system; Substation supplies and infrastructure; Repair and restoration of Critical Facilities such as fire stations, police stations, sewage treatment plants, and In most cases, these critical facilities will have been pre-identified.
Third Priority	Single and Three-Phase Laterals Repair and restoration of equipment and lines serving the largest number of customers per resource; Repair and restoration of longest duration outages.
Fourth Priority	Distribution Transformers and Services Restoration of service lines to individual homes and businesses
NOTE: A utility may repair or restore a “lesser” priority facility before a higher priority facility in order to meet higher priority needs. In addition, evaluation of priorities must be flexible as circumstances change, which may require time specific resource allocation.	

Quick Reference: Utility Liaison Checklist

	Action	Comments/ Notes
<input type="checkbox"/>	Provide the necessary basic information to enable Municipal employees to safely and effectively gather information to populate the utility blocked roads form.	
<input type="checkbox"/>	During a major disaster or emergency, companies shall communicate and collaborate with government officials to address life safety issues resulting from disruptions in energy supply that jeopardize the health, safety and welfare of the general population and emergency workers.	
<input type="checkbox"/>	As requested by the State Emergency Operations Center (SEOC), embed a liaison with access to decision makers at each CT DESPP/DEMHS Regional Office affected by the emergency.	
<input type="checkbox"/>	Embed energy company liaisons at the Municipal EOC as requested. Embed other pole owners and company liaisons at the Municipal EOC as reasonable and necessary in response to situation. Provide these liaisons with current information on restoration activities in the Municipality, and update this information regularly throughout the day. Refer to the Flow Chart: Municipalities/Utilities/DEMHS Regional Office/State EOC Response and Restoration Communications in the Municipality Emergency Operations Plan (LEOP) GO! Documents.	
<input type="checkbox"/>	Embed liaisons from communications companies, including cable/video providers, within the appropriate electric distribution companies' Emergency Operations Centers (EOC) to exchange real-time restoration information during major outage events. Upon opening of the electric utility EOC, the electric utility shall make contact with Communications Providers to inform them of the impending event, and as available, the level of expected damage, and duration of event. The Communications Providers shall station a person (Communications Liaison) at the electric utility EOC, and/or one or more district work centers, if requested, for the purpose of coordinating restoration efforts. The Electric Utility EOC staff and the Communication Liaison(s) shall share information related to the location and priority of critical communications facilities, and	

	damage required to be repaired by the communications provider in order to facilitate restoration efforts.	
<input type="checkbox"/>	Communications providers will have management and coordination structures that shall be activated during major disasters or service interruption, when local damage assessment or network recovery exceeds business as usual capabilities.	
<input type="checkbox"/>	<p>Communications providers shall provide timely, detailed, and accurate information regarding the number and geographic impact of known outages. Provide timely, detailed and accurate information via utility liaisons to the State EOC and to affected communities, including electronic and hard copy of location of affected circuits, where applicable, per this Annex and the utilities' Emergency Preparedness Plans. Information shall include the following:</p> <p>Status of any pre-designated critical facilities for each of the municipality's within the provider's franchise area; projected work locations for the restoration crews within the municipality (crew locations); status of affected circuits, where applicable; status of expected arrivals of outside crews; estimate of the number of customers affected.</p> <p>Municipal Energy/Electric Company Liaisons shall be equipped with production level outage reporting tools such as an Outage Management System and a Global Positioning System as well as a web page view that shall depict the location of affected areas by town.</p> <p>This information shall be passed from the provider to the state and communities on a regular basis.</p>	
<input type="checkbox"/>	Be equipped by their employers with the appropriate technological devices so that they can access data remotely.	
<input type="checkbox"/>	Should conditions hinder travel to a local EOC upon opening, the liaison shall be available remotely until safe travel is possible.	
<input type="checkbox"/>	<p>Allow the Municipality Emergency Management Director (EMD) to have the ability to directly view energy/electric company web-based map information regarding electric outages through the liaison.</p> <p>In the absence of the liaison, this information shall be pushed to the Municipality directly, through a screen shot or other method.</p>	
<input type="checkbox"/>	Electric companies designate a Make Safe Crew or representative to each Municipality (after the	

	<p>Municipality has opened its EOC) that has requested a Make Safe Task Force or Strike Team and has declared a state of emergency, and inform the Municipality EMD and EOC of the assignment, in accordance with attached Make Safe/Blocked Roads protocol.</p> <p>Other pole owners shall provide resources, including a representative if appropriate and necessary, to support the Make Safe/Blocked Roads work under the Protocol.</p>	
<input type="checkbox"/>	<p>During times of emergency, through their Municipality Liaisons, electric companies shall participate in daily review of existing critical facility priorities with Municipality EMDs, who shall consult with Municipality Unified Command/Incident Commander.</p> <p>The Municipality Unified Command should include local Emergency Management Director, Chief Executive Officer, Public Works, energy company representatives, and private sector with critical facilities in the town. The Municipality Liaison, or someone in the Liaison reporting structure, shall communicate priorities to a representative in the Utility Command Post/Work Center, who provides daily work plan back to Municipality and to CT DESPP/DEMHS Regional Office with explanation of priorities set. As work is accomplished and priorities shift, updates will be provided to municipalities throughout the day.</p>	
<input type="checkbox"/>	<p>During times of emergency, work with EMD and unified command, or other tasked agencies as designated. An Incident Action Plan, detailing the strategy to be employed by the utility that day, the extent and location of resources, and planned assignments, shall be provided at the beginning of each day to the EOC. Regular updates shall be provided throughout the day, so that the CEO and EOC have accurate situational awareness.</p> <p>Companies' liaisons at the EOC shall be prepared to brief on the priorities established at company and Municipality level, and to address priorities identified at the EOC.</p>	
<input type="checkbox"/>	<p>Each provider shall communicate with its company's management team, as well as the CT DESPP/DEMHS Regional Coordinator/Office and State EOC (as needed) to address and provide status reports on any Municipal questions or inquiries.</p>	
<input type="checkbox"/>	<p>Communications companies shall maintain adequate back-up power for their respective cell towers.</p>	

<input type="checkbox"/>	Attend and support briefings and other coordination meetings, at the State EOC or elsewhere.	
<input type="checkbox"/>	Assist State EOC to maintain situational awareness of energy levels and resources within the state.	
<input type="checkbox"/>	Maintain operational logs, messages, requests, and other appropriate documentation.	
<input type="checkbox"/>	After Action: Participate in and prepare After Action reviews and report, including identification of key problems and how they were solved.	
<input type="checkbox"/>	After Action: Participate in any state After Action reviews.	
Specific Duties of Utility Liaisons Embedded with Municipality¹¹		
<input type="checkbox"/>	Report to the Municipality EOC as requested, upon EOC being opened and request for Liaison being made.	
<input type="checkbox"/>	Upon arrival, verify phone numbers of Municipal EOC	
<input type="checkbox"/>	Exchange contact information including cell, office, home numbers, and email addresses with the EOC, EMD and CEO.	
<input type="checkbox"/>	Provide Municipality Critical Facility Location Maps.	
<input type="checkbox"/>	Provide a checklist of what Municipalities can expect from the liaison (resources and information that the liaison can provide)	
<input type="checkbox"/>	Work with the Municipality EOC to prioritize their emergency locations and complete the Utility Blocked Road form, including reviewing pre-determined critical facilities and making adjustments as circumstances warrant.	
<input type="checkbox"/>	Follow and provide a daily schedule, including regular tour of the Municipality and attendance at meetings.	
<input type="checkbox"/>	Attend annual meeting with Municipality EOC representatives.	
<input type="checkbox"/>	Provide communication link between the utility work center/EOC and the Municipality EOCs.	
<input type="checkbox"/>	Maintain communication link between Municipality EOCs and Regional utility representative at the DEMHS Regional Office, if applicable.	
<input type="checkbox"/>	Communicate this information to the utility work center/EOC, either directly or through Municipal Liaison Team Coordinator or Town Liaison Unit Leader.	
<input type="checkbox"/>	Communicate pre-designated critical facilities work progress reports from the utility work center/EOC to	

¹¹ The duties of the Town/Municipal Liaison are primarily for Energy/Electric company liaisons, although they will also apply to any other utility liaison that is deemed appropriate and necessary.

	the DEMHS Regional Office at regular pre-established intervals during the day	
<input type="checkbox"/>	Coordinate troubleshooting of local issues with DEMHS Regional Coordinator	
<input type="checkbox"/>	Assist the Municipality in laying out work of mutual benefit such as tree and road clearing and coordinate the effort through the Municipal Incident Commander;	
<input type="checkbox"/>	Keep the Municipality informed of utility restoration progress;	
<input type="checkbox"/>	Keep utility work center/EOC informed of Municipality, DEMHS Regional facility needs as identified at the DEMHS Regional Office;	
<input type="checkbox"/>	Provide work plans and status updates to the Utility representative at the State EOC on a regular pre-established basis throughout the day, so that the Governor's Unified Command can be kept up to date on conditions and status of restoration throughout the State.	

Job Aid: ESF-12 Energy and Utilities

The ESF-12 Energy and Utilities related materials in the Municipality Emergency Operations Plan (LEOP) are for operational and planning purposes and do not take the place of the statutes, regulations, final decisions and/or orders of the Connecticut Public Utilities Regulatory Authority (PURA).

The ESF-12 addresses significant disruptions in communications, cable and video services, water and energy supplies for any reason whether caused by physical disruption of energy transmission and distribution systems, or unexpected failure of such systems.

ESF-12 serves to collect, evaluate and share information on the impact of service system outages that will assist local emergency management teams working with ESF-12 liaisons to determine and coordinate restoration priorities.

Understanding “Make Safe Crew” and “Line Crew” Operations

Natural disasters such as wind, snow, and ice storms often leave roads impassable due to numerous downed trees, branches, utility poles and wires in the roadway. Providing access to all areas of a Municipality is an overarching life safety issue for fire, EMS, and police services.

To make the roadway safe for clearing, the electric company crew must determine the power is off and physically disconnect the downed wires from the grid. The electric company workers assigned to this life safety priority task are called a ‘Make Safe Crew.’ The local utility UICS on scene will direct the Make Safe crews to local priority locations based on communications received from the Municipality Liaison

who is located at the Municipal EOC. The Incident Commander supports the crew with public works crews and other resources as needed in order to optimize the road opening response.

The assignment and management of the make safe crews is different from that of the typical electric company “Line Crew” who is tasked with power restoration. Make Safe crews typically transition to Line Crew restoration assignments upon completion of the removal of all electrical hazards from blocked roads and upon notification to the Incident Commander. Line Construction Crews perform the electric utility physical construction work. Vegetation crews perform the tree trimming and removal work.

The **Make Safe Protocol for Clearing Blocked Roads** for Clearing Blocked Roads provides details on the Make Safe process. Refer to the **Make Safe Protocol for Clearing Blocked Roads for Clearing Blocked Roads**, as contained in the following document, or latest approved version, for pertinent information related to ESF-12 responsibilities:

Connecticut Emergency Support Function 12 All Hazards Energy and Utilities Annex, Version 1.0, dated August 2013 and signed by the DESPP/DEMHS Deputy Commissioner William P. Shea on August 21, 2013.

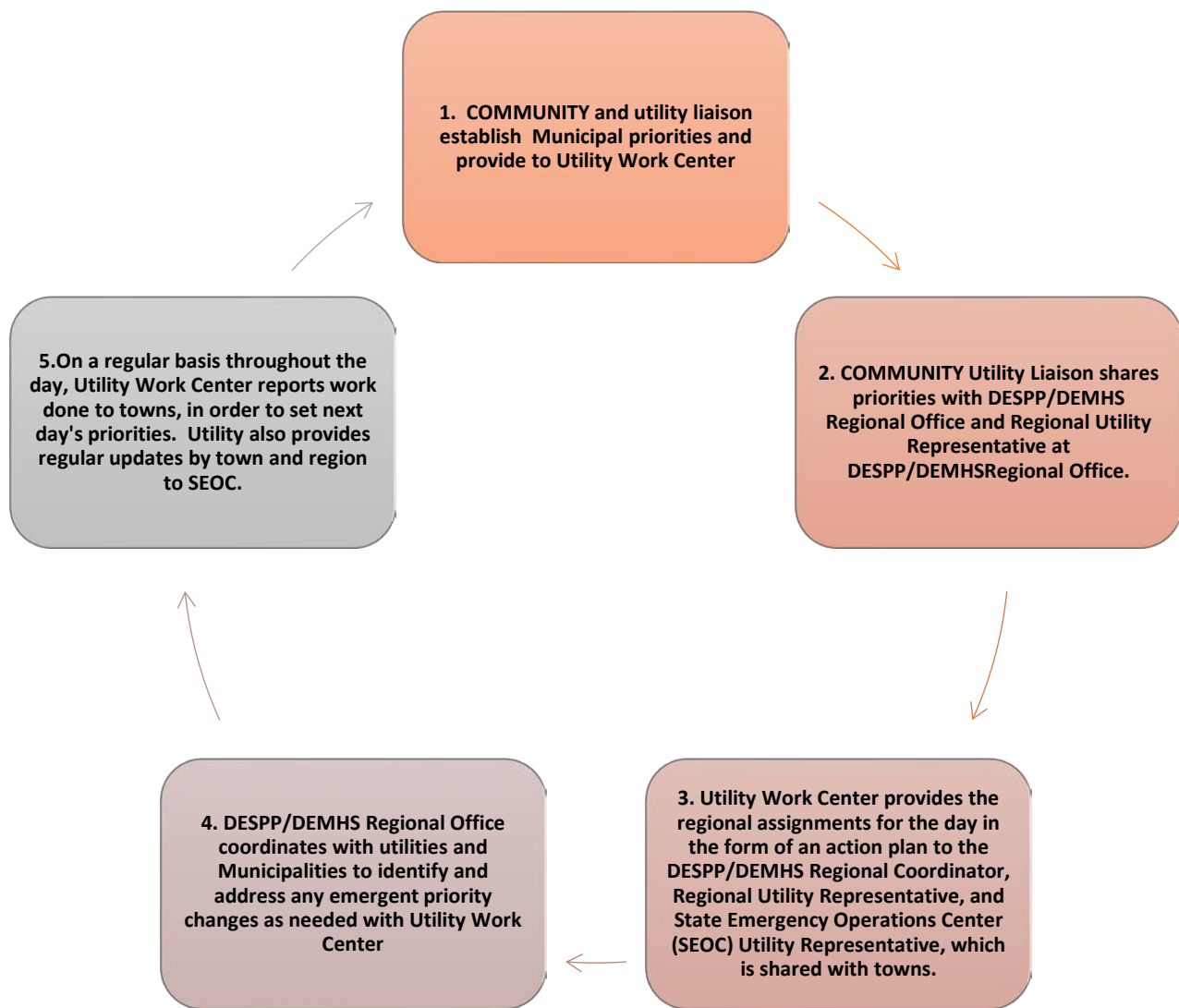
Defining the Many Types of Companies That Provide Public Services Related to Energy

Companies that provide public services such as electricity, gas, telephone, cable, video, water, and sewage, as well as the companies that support these services, such as energy generators, pipelines, and antenna systems, are all known by various names that are defined by statute and often have specific technical meanings. In order to avoid the confusion that can be caused by the use of various terms within this document, the ESF 12 Annex specifically lists key companies that provide public services in Connecticut. The provisions of the Annex therefore apply to all companies that provide public services directly connected to, or affected, by energy.

Specific statutory definitions may be found in various places in the state statutes, including Connecticut General Statutes Titles 16 and 19.

Flow Chart: Municipalities/Utilities/DEMHS Regional Office/State EOC Response and Restoration Communications

It is anticipated that the Municipality will provide priorities to the utilities the day before for work to be performed the next day. The information flow back to the Municipality must occur in a timely manner, for situational awareness and so that adjustments to priorities can be made.



QUICK REFERENCE: MAKE SAFE

EVERYONE WORKING TOGETHER - FOR THE SAFETY OF **EVERYONE**

MAKE - SAFE

ACTIVATION QUICK REFERENCE GUIDE

Instructions

Identify, Record, Prioritize, and Track
Local EOC / Municipalities

Local Emergency Operations Center (EOC)

- a. OPEN Local EOC and STAFF appropriately (including Utility Co. Liaison) for the incident.
- b. USE the Blocked Roads form and RECORD the Make-Safe ¹blocked road location, condition, and priority in the Town EOC.
- c. NOTIFY the applicable utility companies of the Make-Safe blocked road location that need their support for clearing. NOTIFY any municipal town/city agencies needed to assist.
- d. TRACK progress and use proper COMMUNICATION FLOW and METHODS for the Make-Safe location operation and utility support needed until the scenario is complete.
- e. The town designates an **On-site Town Representative** as the point of contact to stay with the Utility Company crew on site and report back completion or status of Make-Safe work to the town EOC.

Responsibilities

Municipality (possibly-Public Works)—[Responsibilities may vary depending on the municipality.]

- a. Identify all major utilities that operate in the municipality, or that may affect the continuity of operations for public businesses and private residents in the municipality.
- b. Prepare Blocked Roads form as needed.
- c. Identify the local primary point of contact person to all Utility Companies affecting the municipality; this is the- **On-site Town Representative**
- d. Maintain an updated list of emergency contacts for all Utility Operators.
- e. Identify a liaison from each Utility Operator that will be available to report to the local EOC, as needed.
- f. Work with local EMD to coordinate recovery plans and actions with all Utility Providers.
- g. Review plans and procedures. Work closely with the local EMD to create Incident Action Plans and After Action Reports.

¹ **MAKE-SAFE Blocked Road**-is a road that is impassible to emergency vehicles. This could be caused by trees, damaged utility equipment, Snow, other third party attachment equipment, a dead ended street or any combination of previous items preventing access and involves utility equipment. A road is only considered blocked if there is no other reasonable means of access to an area.

Version 1.2

Responsibilities

Utility Companies

- RECEIVE Make-Safe blocked road locations and priorities needing utility company support from the Town EOC as recorded on the Blocked Roads form (**The information on this form may be given to the Electric Utility Company Town Liaison who notifies the Utility EOC**)
- MOBILIZE necessary resources in appropriate manner (i.e. Taskforce, Strike team).
- ASSIGN resources to the Make-Safe scenario location working from the highest priority to the lowest priority until scenario issues are addressed.

Operational Priorities

Incident Priorities

The incident priorities will be safely achieved in the following order:

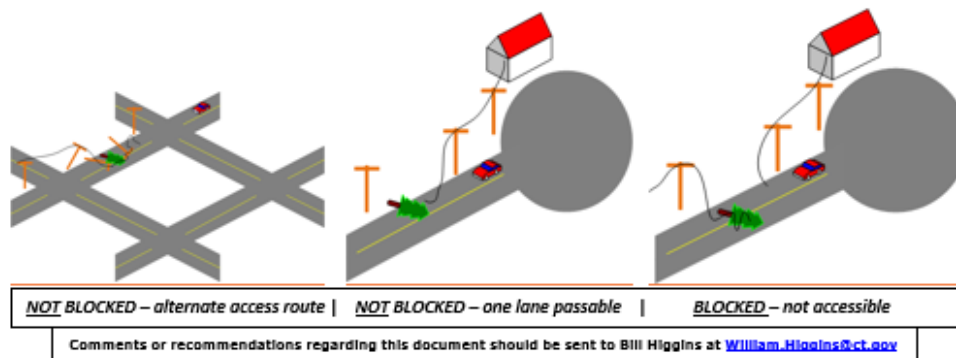
Life Safety
Incident Stabilization
Property Conservation

Remember coordination for MAKE-SAFE will be in concert with the Incident Commander, who will recognize the technical expertise of the Utility service company. Energy and Non-Energy Companies that provide public services acknowledge and shall work towards accomplishing this First Priority:

First Priority: Immediate Life Threatening Situations, Public Health and Safety

- Public Safety requires the de-energizing or cutting down of downed primary voltage distribution lines.
- Restoration of service to previously designated public emergency service institutions such as major hospitals, evacuation centers, as prioritized by municipal officials.
- After the storm has passed to allow for safe operation of aerial devices (winds of less than or equal to 30 mph), establish city/town cut down crews (line and tree crews paired up) and have them muster with the municipal public works department or police/fire department representatives to cut and clear all trees in order to open roadways.

NOTE: A utility may repair or restore a "lesser" priority facility before a higher priority facility in order to meet higher priority needs. In addition, evaluation of priorities must be flexible as circumstances change, which may require time specific resource allocation.



ESF-13 Position Aids

The following Position Aids are available to assist those supporting ESF-13 functions

ESF-13 POSITION AIDS	238
<i>Job Action Sheet: ESF-13 Public Safety and Security [Law Enforcement and Homeland Security]</i>	239
<i>GO! Documents: ESF-13 Public Safety and Security</i>	241
<i>Job Action Sheet: Police Chief/Resident State Trooper (ESF 13)</i>	242

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-13 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-13 Public Safety and Security [Law Enforcement and Homeland Security]

This Job Action Sheet provides a list of typical ESF-13 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF Lead

ESF-13 integrates local public safety and security capabilities and resources to support the full range of incident management activities associated with potential or actual incidents requiring a coordinated local response.

Title of Individual Assigned	Police Chief or designee
Employing Agency/Department	Torrington Police Department
ESF 13 duties include but are not limited to : When notified of an emergency situation, report to the EOC/Unified Command or incident scene, if appropriate. <ul style="list-style-type: none"> ○ Provide for facility and resource security as needed. ○ Provide security planning and technical resource assistance. ○ Provide public safety and security support ○ Support access, traffic, and crowd control. ○ Assist with evacuations as needed, in coordination with ESF 1 Transportation, ESF 4 Fire, ESF 5 Emergency Management, and other ESFs as appropriate. ○ General law enforcement assistance in both pre-incident and post-incident situations. ○ Supply intelligence and situational awareness, as appropriate, to the EOC ○ Use Web EOC to provide credentialing information for movement of vehicles and people during limited travel bans. ○ Coordinate daily services to public. ○ Coordinate response activities with Federal, State and Mutual Aid Local Responders. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 13

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Police Department/Resident State Trooper (ESF 13)		

Fire Department(s) (ESF 4)		
Public Works Department (ESF 1/ESF 3)		
Animal Control Officer (ESF 11)		
Emergency Management Director (ESF 5)		
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of State Police		
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient. Activate State Urban Search and Rescue Team to assist as appropriate.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-13 Public Safety and Security

The pages that follow contain materials used by the Municipality in support of ESF-13.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 13 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

ALTERNATE TRAFFIC FLOW, TRAFFIC DIVERSION PLANS

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

Job Action Sheet: Police Chief/Resident State Trooper (ESF 13)

Primary Assignment

The Police Chief or Resident State Trooper manages law enforcement resources and directs law enforcement operations.

Title of Individual Assigned	Police Chief or Designee
Employing Agency/Department	Torrington Police Department

The Police Chief or Resident State Trooper may perform, or direct to be performed, some or all of these tasks, as appropriate:

When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency site, staging areas, etc.

- Identify a law enforcement Incident Commander(IC) and establishes an Incident Command Post.
- Perform IC duties at the emergency scene, if appropriate.
- Notify the CEO and EMD/or EOC of the situation.
- Ensure that departmental Standard Operational Procedures are followed.
- Send a senior representative to the CEO's Unified Command/Policy Group or the EOC, when the EOC has been activated.
- Duties may include:
 - Directing and controlling traffic during emergency operations.
 - Assisting in the evacuation of people at risk outside of the contaminated or restricted areas, including those with functional needs or language barriers.
 - Controlling access to the scene of the emergency or the evacuation area.
 - Providing security in the area affected by the emergency to protect public and private property.
 - Conducting damage assessment activity (through use of aircraft, helicopter, or other police vehicles).
- Provide resources to notify or warn any special location that cannot be reached quickly enough by EOC staff via telephone, emergency notification system, or other means of communication.

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

ESF-14 Position Aids

The following Position Aids are available to assist those supporting ESF-14 functions:

ESF-14 POSITION AIDS	243
<i>Job Action Sheet: ESF-14 Long Term Recovery and Mitigation [Disaster Recovery]</i>	244
<i>Job Action Sheet: Long Term Recovery Coordinator (ESF 14)</i>	247
<i>GO! Documents: ESF-14 Long Term Recovery and Mitigation</i>	249

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-14 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

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Job Action Sheet: ESF-14 Long Term Recovery and Mitigation [Disaster Recovery]

This Job Action Sheet provides a list of typical ESF-14 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-14 enables Municipality to recover from the long-term consequences of disasters by coordinating support and resources with local government, nongovernmental organizations (NGOs), state and federal partners, and the private sector.

ESF-14 Lead

Title of Individual Assigned	
Employing Agency/Department	
ESF 14 duties include but are not limited to : <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. ○ Prior to disaster, convene working groups that include local businesses, Municipal offices such as local long term recovery working groups, economic development and social services, as well as volunteer and other community organizations and state and federal partners, to prepare potential social and economic Municipal impact assessments and to plan for response to same. ○ Re-convene working groups in preparation for and in recovery from disaster to conduct long-term planning; organize and coordinate with local volunteer organizations and private businesses to assist in community recovery ○ Identify network of recovery services. ○ Determine and prioritize recovery activities. ○ Coordinate with long-term recovery coordinator. ○ Coordinate long-term Municipal recovery assistance. ○ Analyze and review mitigation program implementation. ○ Coordinate with ESF 15 Public Information Officer to provide information to public about disaster recovery centers, federal and state disaster aid programs. ○ Participate in prioritizing mitigation strategies and obtaining grants or funding streams for recovery. ○ Review the local natural hazard mitigation plan to be sure it is current, review the plan or project matrix which contains potential projects to submit for disaster related mitigation funds if available. ○ Report monthly to CEO with recovery progress and efforts. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles

Economic Development Office (ESF 14)		
Social Services Department		
Youth Services Department		
Chamber of Commerce and other local business groups		
Emergency Management Director		
Public Information Officer (ESF 15)		
Volunteer Organizations Active in Disaster (VOAD), including American Red Cross, Salvation Army, United Way 211, Adventist Community Services		
Community Organizations, including neighborhood advocacy groups		
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)		As necessary, provide technical assistance and mutual aid.
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security		As necessary, provide technical assistance and mutual aid. Coordinate federal disaster assistance. Work with State Long Term Recovery Committee.

ESF-Specific Duties

Tasks		Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Job Action Sheet: Long Term Recovery Coordinator (ESF 14)

Primary Assignment

The Long Term Recovery Coordinator assists the CEO and EMD in developing and implementing the operational policies, programs, and training events which meet identified needs before, during, and after a disaster for purposes of long-term economic, social, environmental, health, and overall community recovery.

Title of Individual Assigned :	
Employing Agency/Department:	
<p>The Long Term Recovery Coordinator may perform, or direct to be performed, some or all of these tasks, as appropriate:</p> <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC. <p>Pre-Disaster Responsibilities:</p> <ul style="list-style-type: none"> ○ Serve as a primary point of contact for disaster recovery preparedness; ○ Establish and maintain contacts for disaster recovery resources and support systems; ○ Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives. <p>Post-Disaster Responsibilities:</p> <ul style="list-style-type: none"> ○ Lead the creation and coordinate the activities of local recovery-dedicated organizations and initiatives; ○ Work with state officials to develop a unified and accessible communication strategy; ○ Participate in damage and impact assessments with other recovery partners; ○ Organize recovery planning process for the community; ○ Ensure inclusiveness in the community recovery process; ○ Communicate recovery priorities to the State and Federal partners; ○ Incorporate critical mitigation, resilience, sustainability and accessibility-building measures into the recovery plans and efforts; ○ Lead the development of the communities recovery plans and ensure that they are publicly supported, actionable and feasible based on available funding and capacity; ○ Coordinate economic development and fundraising with the CEO and EMD as well as appropriate Emergency Support Functions (ESF 5, ESF 7, for example) and the private sector; ○ Collaborate with State, Federal and other stakeholders to raise financial support for the communities recovery; ○ Work closely with the recovery leadership at all levels to ensure well-coordinated, timely and well executed recovery; and ○ Develop and implement recovery progress measures and communicated adjustments and improvements to applicable stakeholders and authorities. 	

Job-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		

<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-14 Long Term Recovery and Mitigation

The pages that follow contain materials used by the Municipality in support of ESF-14.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 14 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

SEE RESOURCE SUPPORT ESF-7 GO! DOCUMENTS FOR MATERIALS ON DONATIONS MANAGEMENT.

ESF-15 Position Aids

The following Position Aids are available to assist those supporting ESF-15 functions:

ESF-15 POSITION AIDS	250
<i>Job Action Sheet: ESF-15 Emergency COMMUNICATIONS/Public Information/ External Affairs</i>	<i>251</i>
<i>Job Action Sheet: Public Information Officer (PIO) (ESF 15).....</i>	<i>253</i>
<i>GO! Documents: ESF-15 External Affairs and Emergency Communications/Public Information.....</i>	<i>256</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-15 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

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Job Action Sheet: ESF-15 Emergency Communications/Public Information/ External Affairs

This Job Action Sheet provides a list of typical ESF-15 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-15 ensures that accurate, coordinated, timely, and accessible information is provided to affected audiences, including governments, media, the private sector, and the local populace, including the functional needs population including those for whom English is not the primary language.

ESF-15 Lead

Title of Individual Assigned :	
Employing Agency/Department:	

ESF 15 duties include but are not limited to:

When notified of an emergency situation, report to the EOC/Unified Command, if appropriate.

Provide emergency public information and protective action guidance.

- Coordinate external affairs, including gathering information on the incident; providing incident-related information through the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and industries directly or indirectly affected by the incident; monitoring news coverage to ensure that accurate information is disseminated; handling appropriate special projects such as news conferences and press operations for incident area tours by government officials and other dignitaries.
- Coordinate with media and respond to media inquiries.
- Communicate with community organizations and neighborhood advocacy groups that have been pre-identified in order to assist in the rapid dissemination of information, identify unmet needs, and establish an ongoing dialogue and information exchange.
- Establish contact with elected officials representing affected areas to provide information on the incident; respond to inquiries. Coordinate with State EOC on consistent messaging.
- Educate the public in the aftermath of an incident requiring a coordinated local response through new advisories, press releases, and prepared materials.
- Work with the private sector, including identifying needs, conveying resources available for business recovery, and facilitating collaborative support for economic recovery; disseminating response, recovery, and other important information to the private sector through public outreach and education methods such as media campaigns, workshops, roundtables, and trainings; engaging the private sector in information sharing to support situational awareness and public-private partnerships that will enhance response and recovery operations.

Social Services Department		
Public Information Officer (ESF 15)		
CEO's Office		
Local Media Outlets --Print --Radio --Television		
Chamber of Commerce and other local business groups		
Emergency Management Director		
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid. Coordinate with State EOC PIO.	

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Job Action Sheet: Public Information Officer (PIO) (ESF 15)

Primary Assignment

The **Public Information Officer**-PIO advises the Emergency Management Director (EMD) and Chief Executive Officer (CEO) on matters of emergency public information (EPI). The Public Information Officer (PIO) must be familiar with this Local Emergency Operations Plan (LEOP). The PIO will be designated by the CEO to assume the EPI functions delegated by the CEO. In the absence of a PIO, the CEO or other individual designated by the CEO may act as PIO.

Title of Individual Assigned :	
Employing Agency/Department:	
<p>The Public Information Officer may perform, or direct to be performed, some or all of these tasks, as appropriate.</p> <ul style="list-style-type: none"> ○ Establish and maintain a working relationship with local media and PIOs from Municipal and other agencies. ○ Prepare communication methods such as a call-down list for disseminating EPI to groups that do not have access to normal media (e.g., school children). ○ Prepare emergency messages, information packets for release; distribute pertinent materials to local media prior to emergencies; and insure that information needs of those with functional needs including visually impaired, hearing impaired, and non-English speaking audiences are met. ○ Coordinate with appropriate officials who perform emergency support functions such as Warning, Communications (ESF 2), Mass Care/Shelter (ESF 6), Health and Medical Coordinator (ESF 6) to obtain necessary information and maintain standardized messaging. ○ Work with ESF 2 Communications Coordinator to ensure equipment and procedures are compatible. ○ Ensure the timely information gathering, preparation and dissemination of EPI materials and news releases. ○ Ensure that the public is able to obtain additional information and provide feedback (e.g., with hotline for public inquiries) and coordinate rumor control activity. Coordinate with EOC and State EOC re use of United Way 2-1-1. ○ Coordinate with Municipal, state and nongovernmental partners (e.g., Red Cross) to establish disaster recovery centers. ○ Coordinate with the CEO, EMD, and Incident Commanders the credentialing of media representatives and where they may be located ○ Brief the public affairs officers who are at the incident site or EOC. ○ Schedule news conferences, interviews, and other media access. ○ Coordinate review of print and broadcast reports for accuracy. ○ As directed or requested by CEO's Unified Command or EMD, in collaboration with ESF 7 Resource Manager, obtain media assistance in disseminating information to potential donors on unmet needs, items that are not needed and should not be donated, cash donations policy, and other donation-related matters. ○ Report to the activated EOC when directed by the CEO or the EMD, and perform the following tasks in preparation for impending emergency: 	

- Set up information/media center and oversee its operations.
- Contact the media to announce the location of the official emergency information office.
- Initiate a significant actions recording system for future reference (Web EOC).
- Collect, evaluate and disseminate information and instructions to the public (after coordinating with the EMD and the CEO) related to protective measures, mass care and lodging facilities, evacuation routes, reception centers and feeding facilities, medical facilities, supplies to be taken by evacuees, etc.
- Function as a central clearinghouse for other Municipal agencies and divisions having emergency information for the public during the current crisis.
- Acknowledge and verify all reports for accuracy before communicating to the CEO.
- Research rumors to their source and counteract inaccuracies with official information.
- Attend all EOC briefings, assist in briefing on-site news teams, and respond to inquiries from the public and media.
- Maintain a file record of all news releases.
- Monitor radio and television programs.
- Work with [ESF 6 Mass Care](#) partners to establish methods, such as a web site, office or phone bank, for informing the public of places of contact for missing relatives, mass care centers, emergency services and restricted areas.
- Work with [ESF 6](#) and [ESF 11](#) to provide instructions on how to protect and care for companion and farm animals (location of animal shelters, provisions and requirements, e.g., use of leashes or cages for transport, etc.).

During the Increased Readiness Phase:

- Coordinate with the CEO, Evacuation Coordinator ([ESF 1](#)), Mass Care/Shelter Coordinator ([ESF 6](#)), and Warning Coordinator ([ESF 2](#)) to determine the status of plans and timing of actions.
- Establish and maintain contact with the media, and provide preparedness information and any instructions, as cleared by the CEO.
- Arrange for accelerated printing of camera-ready EPI material (e.g., evacuation instructions/maps and Family Protection Program leaflets), if needed to supplement/restock existing print material.
- Ensure distribution of printed materials to broadcast media, pre-selected locations (e.g., grocery stores), and/or via newspapers.
- Monitor the media.
- Work with EMD to augment public inquiry and/or media relations staff, if needed.
- Set up any additional facilities for EPI operations (e.g., separate telephone bank or media center) with support from the Communications Coordinator ([ESF 2](#)).

If limited warning available:

- Coordinate with the CEO, EMD, and Evacuation Coordinator ([ESF 1](#)) to determine what protective actions will be taken, (limited) evacuation or in-place sheltering.
- Complete “stand-by” EPI instructions with particulars of the event.
- Coordinate with the Warning Coordinator ([ESF 2](#)) to ensure warning system (e.g., EAS, emergency notification system, social media, route-alerting, door-to-door canvassing) is activated and ensure EPI is being disseminated.
- Contact the media to repeat and update initial warning (especially if not provided through EAS), and provide EPI contact name(s) and telephone number(s).

- Monitor the media.

During the Emergency and After Impact (Recovery) Phase:

- Establish and maintain contact with the media, and provides information and any instructions as cleared by the CEO or his designee, and after consulting with/communicating to the Incident Commander on scene.
- Monitor media reports and telephone inquiries for accuracy, and respond as appropriate to correct rumors. Coordinate with EOC and State EOC re use of United Way 2-1-1.
- Augment public inquiry and/or media relations staffs, if needed.
- Arrange for any additional facilities for EPI operations (e.g., separate telephone bank or media center) with support from the Communications Coordinator ([ESF 2](#)).
- Arrange for the printing of EPI material (e.g., Family Protection Program leaflets and health and safety instructions), if needed.
- Ensure the distribution of materials to broadcast media, printed materials to pre-identified locations (e.g., grocery stores, etc.), to volunteer groups or other response and recovery personnel that may go into residential areas, and/or via newspaper.
- Coordinate with other community members such as churches, community groups, etc.. to ensure that all public information is provided so as to reach all members of the community, including those with functional needs and for whom English is not the primary language.
- Compile a chronology of events file.

Job-Specific Duties

	Tasks	Date	Time
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

GO! Documents: ESF-15 External Affairs and Emergency Communications/Public Information

The pages that follow contain materials used by the Municipality in support of ESF-15.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 15 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

REMEMBER TO INCLUDE INFORMATION ON REACHING DIVERSE AND FUNCTIONAL NEEDS
POPULATIONS

Quick Reference: Public Alerting/Notification via Media

Messages	[LIST, Example: EOC and City/Town Hall]	Pre-scripted messages will be kept on hand at the following location(S).
Local (EAS) Radio Station	[LIST STATION(S) WITH MUNICIPALITY AND FREQUENCY]	Local Emergency Alerting System (EAS) station authorized to remain on the air during a national security threat/emergency. (Refer to the State of CT Emergency Alert System Operational Plan, prepared by CT DESPP/DEMHS for the State Primary (SP) Sources and EAS Control Radio Stations for Connecticut.)
State Primary (SP) Sources/EAS Control Radio Stations	WTIC-AM/FM (Hartford) – 1080 kHz/96.5 MHz WDRG-AM/FM (Hartford) – 1360 kHz/102.9 MHz WCTY-FM (Norwich) – 97.7 MHz WEZN-FM (Bridgeport) – 99.9 MHz	State Primary (SP) Sources and EAS Control Radio Stations for Connecticut.
TV	WFSB-Ch-3, WVIT Ch.30, WTNH Ch. 8 , Fox 61	Prime television station(s) for this area.
Cable TV	Cable 5	Cable television provides a wide range of State television stations and various national television networks and cable stations.
Newspaper	Waterbury Republican & Register Citizen	Daily newspaper serving the area
[TYPE]	[LIST NAME(S)]	Other daily publication (7 days a week) serving the area.

* Additional media outlets have the capability to support Municipality's Emergency Public Information effort. Newspapers are typically distributed throughout the area by several means such as home delivery, retail stores, street boxes, mobile apps and internet/email. Other television sources that persons in the area subscribe to, such as internet and satellite, may not provide local coverage.

Message Content – PRE IMPACT AS TIME PERMITS, IF FEASIBLE AND APPROPRIATE		
<input type="checkbox"/>	Describes the type of hazard threatening and risk posed to people and property.	
<input type="checkbox"/>	Identifies the estimated area of impact.	
<input type="checkbox"/>	Provides the estimated time of impact.	
<input type="checkbox"/>	Includes property protection measures (e.g., sandbagging, boarding windows, etc.).	
<input type="checkbox"/>	Includes contents of a disaster supply kit for surviving 72 hours.	
<input type="checkbox"/>	Outlines evacuation instructions (departure times, routes, mass care facility locations, etc.).	
<input type="checkbox"/>	Outlines instructions on how to protect and care for young children, pregnant women, and senior citizens	
<input type="checkbox"/>	Outlines instructions on how to protect and care for companion and farm animals (location of animal shelters, provisions and requirements, e.g., use of leashes or cages for transportation, etc.).	
<input type="checkbox"/>	Provides how (and estimate of how often) Municipality officials will be in touch with the public during the emergency.	
<input type="checkbox"/>	Provides communication sources for specific kinds of information or inquiry (if staffed).	
Message Content - PRE IMPACT WITH LIMITED WARNING, IF FEASIBLE AND APPROPRIATE		
<input type="checkbox"/>	Describes the type of hazard threatening and risk posed to people and property.	
<input type="checkbox"/>	Identifies the estimated area of impact.	
<input type="checkbox"/>	Provides the estimated time of impact.	
<input type="checkbox"/>	Provides protective action instructions.	
<input type="checkbox"/>	References any useful information <u>at-hand</u> (e.g., in telephone book).	
<input type="checkbox"/>	Outlines what the Municipality is doing or will do in response, to the extent known.	
<input type="checkbox"/>	Provides how (and estimate of how often) Municipality officials will be in touch with the public during the emergency.	
<input type="checkbox"/>	Map of the Municipality	
<input type="checkbox"/>	Municipality street directory	
<input type="checkbox"/>	Municipality telephone directory, including yellow pages	
<input type="checkbox"/>	Municipality Shelter Plan	
<input type="checkbox"/>	Municipality Emergency Operations Plan (LEOP)	
<input type="checkbox"/>	State of CT Emergency Alert System Operational Plan	
<input type="checkbox"/>	Nuclear/radiological emergency response plans relating to Municipality	
<input type="checkbox"/>	In Time of Emergency contact lists	
<input type="checkbox"/>	Media lists and telephone contacts	
<input type="checkbox"/>	Pencils, paper, message forms, marking pens	
<input type="checkbox"/>	Typewriter, ribbons and carbon paper, or computer, printer, and copy machine	
<input type="checkbox"/>	Facsimile machine	
<input type="checkbox"/>	Telephones	
<input type="checkbox"/>	File cabinet and folders	

<input type="checkbox"/>	Recent weather bulletins	
<input type="checkbox"/>	Recent press releases	
<input type="checkbox"/>	Sample/prior event press releases for reference	
<input type="checkbox"/>	Recent event emergency alert notices	
<input type="checkbox"/>	Sample/prior event emergency alert notices for reference	
<input type="checkbox"/>	Pre-scripted messages	
<input type="checkbox"/>	Electronic recording equipment (audio, video, photographic)	
<input type="checkbox"/>	Other items necessary to accomplish the Emergency Public Information (EPI) mission	

QUICK REFERENCE: OVERVIEW OF PUBLIC COMMUNICATIONS COORDINATION PROCESS

Internal and Community-Wide (Local)	The Public Information Officer, or in the absence of one, the CEO, or his/her designee will manage and coordinate all aspects of Emergency Public Information (EPI) for the Municipality. Additionally, the roles of the Public Information Officer (PIO) and Warning Coordinator and the ESF-15 functions are outlined in the associated Job Action Sheets.
Emergency Alerting System Stations	The Emergency Alerting System (EAS) stations have responsibility for: storing “canned” EPI messages (other than warnings) and disseminating this information at the PIO’s request and Disseminating information when requested to do so by the CEO or his designee.
Local Media Organizations	Local media organizations will: store/maintain advance emergency packets for release at the PIO’s request; verify field reports of the emergency’s development with the PIO; and cooperate in public education efforts.
Voluntary Organizations Active in Disasters	Voluntary Organizations will provide support: to public inquiry telephone lines, as requested by the PIO and in disseminating printed EPI material, as requested by the PIO.
Local to Local	The Public Information Officer, or in the absence of one, the CEO, has the responsibility for coordination with neighboring Municipalities that rely on the same media sources.
Local to State	The CEO and/or the local PIO should coordinate their media releases with the State Public Information Officer if there is no declaration of a “State of Emergency” by the Governor. Close coordination is required between the local PIO and the Governor’s press office if there is a declaration of a State of Emergency by the Governor.
Local, State and Federal	When a disaster threatens to overwhelm the State’s capability to respond and support its local governments, the Federal government could be asked to deploy to the affected State under the provisions of the Federal Response Plan (FRP). The “FRP” calls for a maximum coordination of agencies’ (Federal, State, and local) information releases through a “Joint Information Center” (JIC) to ensure consistency and accuracy. The JIC is a single location where the media can have access to information and Public Information Officers of various agencies can consult with one another. The resources of the JIC are available so that all levels of government may conduct public information activities together, using the same information and not making inconsistent statements. If setting up a single JIC is not feasible; the Public

	Information Officers, decision-makers, and news centers should be connected by electronic mail, facsimile machines and telephones creating a “Joint Information System” through which releases of information would be coordinated to ensure that all parties are using the most up-to-date and accurate data.
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CONTACTS – PUBLIC INFORMATION: AREA MEDIA, WEB SOURCES, AND NEWS ORGANIZATIONS

In an effort to protect sensitive information, detail for emergency operations contact lists are maintained on file at the Municipality’s EOC and with the CT DESPP/DEMHS Regional Office under separate cover. As appropriate, this information may be maintained on hand by designated emergency operations personnel as well. Do not disseminate further without consultation with EMD, CEO, and Municipal Attorney.

Area Media, Web Sources and News Organizations				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address
WTIC-AM/FM (Hartford) – 1080 kHz/96.5 MHz	<i>*State Primary Source and EAS Control Radio Station</i>	860-284-9800		
WDRC-AM/FM (Hartford) – 1360 kHz/102.9 MHz	<i>*State Primary Source and EAS Control Radio Station</i>	860-769-6084		
WCTY-FM (Norwich) – 97.7 MHz	<i>*State Primary Source and EAS Control Radio Station</i>	860-889-0278		
WEZN-FM (Bridgeport) – 99.9 MHz	<i>*State Primary Source and EAS Control Radio Station</i>	203-877-2218		

CONTACTS – PUBLIC INFORMATION: MESSAGING/PRINTING CONTRACTORS

In an effort to protect sensitive information, detail for emergency operations contact lists are maintained on file at the Municipality’s EOC and with the CT DESPP/DEMHS Regional Office under separate cover. As appropriate, this information may be maintained on hand by designated emergency operations personnel as well. Do not disseminate further without consultation with EMD, CEO, and Municipal Attorney.

Messaging and Printing Contractors				
Entity/Department	Point of Contact Name/Title	24 Hour Emergency Phone	Business Phone	Email Address

ESF-16/ESF-17 Position Aids

The following Position Aids are available to assist those supporting ESF-6/ESF-17 functions:

ESF-16/ESF-17 POSITION AIDS.....	260
<i>Job Action Sheet: ESF-16 [ESF-17] Volunteer Management/ Citizen Corps/Community Emergency Response Teams (CERT)/Medical Reserve Corps (MRC)/ Volunteer organizations active in disaster (VOAD)</i>	<i>261</i>
<i>GO! Documents: ESF-16/ESF-17 VOLUNTEER MANAGEMENT/ Citizen Corps/CERT/MRC/VOAD.....</i>	<i>264</i>

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-16/17 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

Job Action Sheet: ESF-16 [ESF-17] Volunteer Management/ Citizen Corps/Community Emergency Response Teams (CERT)/Medical Reserve Corps (MRC)/ Volunteer organizations active in disaster (VOAD)

This Job Action Sheet provides a list of typical ESF 16/ESF 17 Volunteer Management responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-16 coordinates with the EOC and EMD to make sure that sufficient volunteer assets are deployed as needed during incidents requiring a coordinated local response to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.

ESF Lead

Title of Individual Assigned :	
Employing Agency/Department:	
<p>ESF 16 duties include but are not limited to :</p> <p>When notified of an emergency situation, report to the EOC/EMD/Unified Command, if appropriate.</p> <ul style="list-style-type: none"> ○ Under direction of EMD, assist and coordinate with local Citizen Corps (Community Emergency Response Team or CERT) volunteers to perform their tasks. ○ Under direction of EMD, assist and coordinate with local Medical Reserve Corps volunteers to perform their tasks. ○ Develop and implement a process to screen, train and employ just- in- time volunteers to perform necessary tasks, following state law for activation. See Connecticut General Statutes Section 28-8a, 28-7(h). ○ Work with ESF 6 Mass Care to arrange for housing and equipment necessary for each group to be housed and fed. ○ Coordinate tasks with other VOAD agencies. 	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 16

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Emergency Management Director		

Social Services Department		
Medical Reserve Corps		
Citizen Corps/Community Emergency Response Team (CERT)		
Community Organizations including volunteer agencies, neighborhood advocacy groups		
Chamber of Commerce and other local businesses		

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

ESF-17 Volunteer Organizations Active in Disasters (VOAD) provide services, as needed, based on scope and complexity of the incident consistent with the mission of their organizations. When notified of an emergency situation, a representative may report to the EOC/CEO's Unified Command if appropriate.

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF 17

List of Potential Internal Departments (Community)/External Organizations and Role	Indicate Whether Primary or Supporting Agency
Social Services Department	
Youth Services Department	
Emergency Management Director (ESF 5)	
CT VOAD	
ESF 6 Mass Care Coordinator	
ESF 8 Public Health and Medical	
ESF 16 CERT and MRC	
American Red Cross	
Salvation Army	

United Way 2-1-1		
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-16/ESF-17 VOLUNTEER MANAGEMENT/ Citizen Corps/CERT/MRC/VOAD

The pages that follow contain materials used by the Municipality in support of ESF-16/17.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 16 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

LINKS TO CERT SOP, AND FORMS, ROSTERS, CONTACT INFO

LINKS TO MEDICAL RESERVE CORPS SOP, ROSTERS, FORMS, CONTACT INFO

LINKS TO OTHER VOLUNTEER GROUPS, ROSTERS, etc.

The Deputy Emergency Management Director is responsible for the training and coordination of Community Emergency Response Team(CERT) personnel. Under the direction of the Emergency Management Director the DEMD is responsible for maintaining the records for all personnel trained by the organization.

If there is an activation the DEMD shall prepare all required paperwork for activation for submittal.

ESF-19 Position Aids

The following Position Aids are available to assist those supporting ESF-19 functions:

ESF-19 POSITION AIDS	266
<i>Job Action Sheet: ESF-19 Functional Needs</i>	267
<i>GO! Documents: ESF-19 Functional Needs</i>	268

The **Job Action Sheets** and **Go! Documents** in this section provide a list of typical ESF-19 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law.

The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

[The table of contents above is determined by the headers in this section, when the headers below are updated they will automatically update the table of contents when this document is saved or the table is updated (Right Click on table > Update Field, Update Entire Table).]

See also [ESF-6](#) Mass Care for additional information.

Job Action Sheet: ESF-19 Functional Needs

This Job Action Sheet provides a list of typical ESF-19 responsibilities; additional duties may be assumed depending on the incident and/or Municipal policy or law. The final table in each Job Action Sheet allows for other specific duties related to this position/function to be added either as part of the LEOP or at the time of activations/exercises/drills. This Job Action Sheet should be read with related Job Action Sheets. The [Crosswalk in Part 3](#) helps to identify related sections of the LEOP.

ESF-19 includes and supports the functional needs community by assisting individuals with functional needs to maintain their independence to the extent possible, including in a general population shelter.

ESF Lead

Title of Individual Assigned	
Employing Agency/Department	
ESF 19 duties include but are not limited to : <ul style="list-style-type: none"> ○ When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. ○ Work with ESF -15 Public Information Officer to coordinate and promote functional needs personal preparedness and security, and to get messaging out to the whole community in times of emergency. ○ Work within the ESF-8 medical and mental health, ESF-6 mass care and other appropriate ESF groups to provide assistance. ○ Coordinate with EOC, ESF-8 and ESF-7 Logistics to make sure that the following are available: <ul style="list-style-type: none"> ○ Consumable medical supplies (CMS) ○ Durable medical equipment (DMS) ○ Personal assistance services (PAS) ○ Other goods and services as needed. ○ Participate in emergency management planning, training and exercise, including working on reasonable modifications and enhancements to policies, practices, and procedures. 	

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

GO! Documents: ESF-19 Functional Needs

The pages that follow contain materials used by the Municipality in support of ESF-19.

INCLUDE, FOR EXAMPLE:

LINKS TO STANDARD OPERATING PROCEDURES
FOR IMPLEMENTATION OF ESF 19 FUNCTIONS,
INCLUDING ACTIVATION AND USE OF PERSONNEL
AND EQUIPMENT.

SEE MASS CARE ESF-6 FOR MATERIALS ON
SHELTERING, ETC... see appendix for word document

SEE TRANSPORTATION ESF -1 FOR MATERIALS ON EVACUATION

SEE EXTERNAL AFFAIRS/EMERGENCY COMMUNICATIONS/PUBLIC INFORMATION ESF-15

Sensitive Information Warning:

The following pages may contain sensitive information that may not be subject to public disclosure, because its release may create a safety risk to person or property.

ESF Lead

[Enter Description here]

Title of Individual Assigned	
Employing Agency/Department	
<input type="radio"/> When notified of an emergency situation, report to the EOC/Unified Command, if appropriate. <input type="radio"/>	

Municipal Agencies and External Organizations with Primary or Supporting Roles with Municipal ESF

List of Potential Internal Departments (Community)/External Organizations and Role		Indicate Whether Primary or Supporting Agency
Regional Emergency Planning Team (REPT)/Regional Emergency Support Plan (RESP)	As necessary, provide technical assistance and mutual aid.	Supporting
Connecticut Department of Emergency Services and Public Protection: Division of Emergency Management and Homeland Security	As necessary, provide technical assistance and mutual aid, if local and neighboring resources insufficient.	Supporting

ESF-Specific Duties

Tasks	Date	Time
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Appendixes:

These documents shall be kept in the EOC in the respective ESF booklet

1. ESF-7 Commodities Distribution Plan – City of Torrington



Commodities Distribution Plan.docx

2. ESF-7 Commodities Distribution SOP- State of CT.



Commodities Distribution-SOP.docx

3. ESF- 7 Disaster Debris management- State of CT.



Diaster Debris Mgmt.docx

4. ESF- 12 All Hazards Energy and Utilities Annex



ESF 12 all Hazards Energy and Utilies Annex.docx

5. ESF-8 Mass Fatality Management- City of Torrington



Mass Fatality Mgmt.docx

6. ESF -6 Mass Care Annex- Sate of CT.



Standard Guideliones-Function #6 mass Care Index.docx

8.Traffic Incident Management Plan

Traffic Incident Management Plan



City of Torrington Department of Police Services

Located in EOC

School Safety Plans due to sensitive information shall be available in the EOC for **internal** use only.

Torrington School System

St. Francis – St. Peter Parochial

Torrington Christian Academy