

Town of Hanover

Comprehensive Emergency Management Plan



Version 1.2_PUB

Revised August 1, 2022

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Promulgation Statement

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

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

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

Therefore, in recognition of the emergency management responsibilities of the Town Manager and within his authority vested by the citizens of Town of Hanover, we do hereby promulgate the attached Town of Hanover Comprehensive Emergency Management Plan on this 1st day of August, 2022

Jason Cavallaro, Fire Chief

Timothy Kane, Police Chief

Victor J. Diniak, Director of Public Works

Approval and Implementation

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

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

Authorized modifications include:

- Changes to contact information
- Changes in delegation of responsibilities
- General modifications in order to keep this document up to date

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

1. Fire Chief
2. Police Chief
3. Director of Public Works

Joseph Colangelo, Town Manager

DATE

Jason Cavallaro, Emergency Management Director

DATE

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Matthew A. Ferron, Superintendent of Schools DATE

Chelsea Stevens, Finance Director DATE

Ann Lee, CDMI Director DATE

Introduction

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

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

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

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

Introduction, con't

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

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

The CEMP is also compatible with the state-level Massachusetts Comprehensive Emergency Management Plan (CEMP).

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

Scope

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

This Plan addresses two different types of response scenarios:

Planned or Anticipated Incidents: Incidents that can be planned for in advance such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits, etc.

Immediate Response Incidents: such as a major traffic accident, airplane crash, tornado, earthquake, fire, hazmat incident, active shooter, kidnapping, major crime, etc.

Community Characteristics

Geography: The Town of Hanover is located in Plymouth County in Massachusetts in the southeastern portion of the Commonwealth. The Community has a total area of 15.73 square miles, 15.62 square miles of which is land and .11 square miles is water. The Community is bordered by Norwell to the east and north, Pembroke and Hanson to the south and Rockland to the west. The Community's peak elevation is 60 feet above sea level.

Population: According to the 2020 [United States Census Bureau](#), the population of the Town of Hanover is approximately 14,833, and includes 4,913 households. The population consists of approximately 6% under the age of 5, 26% under the age of 18 and 16.7% age 65 years of age or older.

- **Access and Functional Needs:** About 1,047 people (7.0% of the population) in Hanover present with a disability affecting at least one of the following areas: sensory, cognitive, ambulatory, self-care, or independent living. Other groups with function based needs that may not be captured in demographic data may include, but are not limited to, people who are morbidly obese, pregnant women, people who require prescription medication for daily well-being, and people who are transportation disadvantaged.
- **Language:** 520 Town of Hanover residents, or 3.5% of the population, speak a language other than English at home. Major Non-English languages spoken in The Town of Hanover include Portuguese (0.8%), French (0.6%), and Spanish (0.5%).

Roadway Infrastructure: The Town of Hanover contains several primary and secondary roadways in addition to local and private roadways. There are three major roadways throughout Hanover. Route 139 travels east/ west in the southern end of the town. Route 53 runs north/south along the western edge of the town and Route 123 flows east/west in the northern end in town. Main Street connects Route 139 and Route 123 north/south in the middle of town. Other secondary roads in town are mostly rural residential. Along route 53 are several dense commercial areas such as the Hanover Crossing, Target®, small shopping centers, car dealerships, restaurants and an assisted living/memory care facility. Exit 32 of State Route 3 north and south bound are also located in Hanover in the northeast corner. Broadway carries significant traffic east and west on the south side of town from Hanson to Routes 53 and 139. King Street, Winter Street, Circuit Street, Pleasant Street and Whiting Street carry heavy traffic from communities south of Hanover on the west side of town to Route 123 as well as the Route 3 interchange in Rockland.

Threat, Hazard and Vulnerability Analysis Summary

The Town of Hanover has completed a threat, hazard and vulnerability assessment for the jurisdiction by the Hazard Mitigation Plan. The analysis identified the following potential hazards and threats, vulnerabilities and impacts to population, property and critical infrastructure.

Natural Hazards

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

Winter Storms:

The Town of Hanover does not keep local records of heavy snow events. Data for Plymouth County, which includes Hanover, is the best available data to help understand previous occurrences and impacts of winter storms. According to the National Climate Data Center (NCDC) records, from 1996 to 2015 Plymouth County experienced 51 heavy snowfall events, resulting in no deaths or injuries and \$675,000 in property damage.

Ice Storms:

The town of Hanover does not collect individualized data on ice storms. The best available data is at the county level. Plymouth County has 0 ice storms on record. Middlesex County has 4 ice storms on record.

Hurricanes/Tropical Storms:

Hanover is vulnerable to both the wind and rainfall that come with hurricanes/tropical storms. High winds can damage structures, bring down tree limbs and power lines, leading to blackouts and disruption of the transportation system and obstructions to emergency access. Rainfall associated with hurricanes/tropical storms can cause flooding in the town's rivers and streams, as well as localized drainage related flooding. The vulnerability analysis conducted using HAZUS-MH estimates \$83.22 million in damages for a category 2 hurricane in Hanover, and a \$142.67 million for a category 4 hurricane.

Flooding:

The following locations are listed as locally identified areas of flooding by the Town of Hanover Hazard Mitigation Plan

Pleasant and Circuit streets- these two streets can go under water. During storm events, the water flows rapidly and backs up at the culvert. Some of the homes on Brooks Circle are impacted, as are businesses. The homes in this area are on slabs so there is no basement flooding. The area does have groundwater issues. This area was heavily impacted during the storm of March 2010. The flooding here is also due to the overflow of the river. Flooding

has resulted in a few failed septic systems. Although the culvert is undersized, the DPW does not believe that enlarging the culvert is needed.

King Street Bridge- the King Street Bridge is a bottleneck. Flooding here is related to the brook. This area is impacted by water draining from Rockland. There is a dam right after the bridge. Forge Pond rises quickly and the roadway can flood with 12-14 inches of water. Businesses on Industrial Way are impacted. The town has considered widening the channel but this would just push the problem downstream. Forge Pond Dam needs to have work done and the town has completed a Phase I assessment.

CVS Plaza- the CVS and the stores behind it are impacted. The other businesses are at a lower elevation than the CVS. The issue is caused by street drainage when there is an intense storm (i.e. 4 inches of rain an hour). However, this area is on a state highway and therefore it is unlikely to change. There is a daycare center in the strip mall that floods.

King Street- King Street is subject to flooding which can cause access problems for residences. Depending on the severity of the storm, the road can be closed for 2-3 days. This has occurred approximately 4 times in the last 20 years.

Tornadoes:

There have been no recorded tornadoes in the Town of Hanover. Since 1958 there have been 10 tornadoes in Plymouth County recorded by the Tornado History Project. The strongest was a 2 on the Fujita scale and there was one fatality. □ Severe thunderstorms

The best available data for severe thunderstorms is found through the National Climatic Data Center (NCDC). The data shown portrays all of Plymouth County. Between the years of 1995 and 2014 NCDC records show 77 thunderstorm events in Plymouth County. These storms resulted in a total of \$4.8 million in property damages.

Earthquakes:

New England experiences roughly 5 earthquakes per year. The most notable fault lines in the area include the Cape Ann fault located off the coast of Rockport, MA as well as the La Malbaie fault in Quebec. An earthquake in New England can have a larger effected area than an earthquake of the same magnitude in California. This is due to New England's solid bedrock geology.

Drought:

Drought tends to be a regionalized natural hazard. The state of Massachusetts is comprised of several regions within the state who collect data of rainfall for those regions on a monthly basis.

Brush Fires:

According to the most recent data regarding brush fires in Massachusetts, Hanover has experienced 0-20 fires with no reported acreage burned from 2001-2009. This hazard still poses a town-wide threat, especially during the dry months of the summer.

Extreme temperatures:

Hanover has four well defined seasons. A winter average temperature of 31.8°F and an average summer temperature of 71°F. Extreme cold or heat can last short term or long term and is a town-wide hazard.

Pandemic:

The Town of Hanover is vulnerable to any pandemic that impacts the Commonwealth.

Dam Failure:

According to the Town of Hanover Hazard Mitigation plan, dam failure is infrequent but has the potential for severe impacts. Hanover has not experienced dam failure or the impacts of a dam failure. The Town of Hanover owns four dams. They are:

The information regarding the dams was compiled via the 2016 Town of Hanover Hazard Mitigation Plan.

Hackett's Pond Dam- This dam was recently rehabilitated using town funds

Forge Pond Dam- The dam has been slated for repairs but the work has not yet begun. There are trees growing out of the dam. The town recently completed a phase 1 assessment of the dam.

Factory Pond Dam- In 2013, the Department of Conversation ordered the town to repair or remove the dam due to significant structural defects including cracks in the concrete spillway walls, erosion, seepage as well as vegetation growth on the dam.

Curtis Crossing Dam- This dam is an earth embankment and concrete/stone masonry structure that impounds the Indian Head River and the Indian Head Reservoir. The structure is identified as an intermediate dam with a low hazard potential. The dam is in poor condition. An inspection and evaluation report was prepared in 2006 which noted a number of deficiencies. The report recommended design repairs as well as a development of a new operations and maintenance plan consistent with the new design features of the dam. There currently is no Emergency Action Plan for the dam because it is classified as having a low hazard potential.

Hanover Hazard Risks Summary

Hazard	Frequency	Severity
Flooding	High	Serious
Dam Failures	Low	Serious
Coastal Hazard	Low	Minor
Hurricanes	Medium	Serious
Tornadoes	Very Low	Serious
Nor' Easters	High	Serious
Thunder Storms	High	Minor
Winter – Snow/Blizzard	High	Extensive
Winter – Ice Storms	Medium	Minor
Earthquakes	Very Low	Serious
Landslides	Very Low	Minor
Brush Fires	Medium	Minor
Extreme Temperatures	Medium	Minor
Drought	Low	Minor

Hanover Hazard Risks Summary, Con't

Definitions used in the commonwealth of Massachusetts State Hazard Mitigation Plan
<u>Frequency Categorization</u>
Very Low: events that occur less frequently than once in 100 years (less than 1% a year).

Low: events that occur from once in 50 years to once in 100 years (1% to 2% a year).
Medium: events that occur from once in 5 years to once in 50 years (2% to 20% a year).
High: events that occur more frequently than once in 5 years (greater than 20% a year).
<u>Severity Categorization</u>
Minor: limited and scattered property damage; limited damage to public infrastructure and essential services not interrupted; limited injuries or fatalities.
Serious: scattered major property damage; some minor infrastructure damage; essential services are briefly interrupted; some injuries and/or fatalities.
Extensive: widespread major property damage; major public infrastructure damage (up to several days for repairs); essential services are interrupted from several hours to several days; many injuries and/or fatalities.
Catastrophic: property and public infrastructure destroyed; essential services stopped; numerous injuries and fatalities.

Technological Hazards

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

Business Name	Address	Contact	24 Hr Phone
[Redacted Content]			

Transportation Hazards

Transportation Hazards generally refer to hazards that exist on the various transportation networks in a community. These could include roadways, railways, waterways that may serve as routes for the transport of hazardous materials, or airfields in the communities. This includes the following transportation networks in the Town of Hanover:

Route	Hazard
Route 3	Varies, multiple
Route 53	Varies, multiple
Route 123	Varies, multiple
Route 139	Varies, multiple
Whiting Street	Varies, multiple - Tier 2 Route(s)
Pleasant Street	Varies, multiple - Tier 2 Route(s)

Man-Made Hazards

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

- **Cyber Threats:** Although not a high risk, a cyber threat, cyber-attack or cyber terrorism could pose a threat to the town's online files as well as the computer system of all the town's critical infrastructure such as the police dept., fire dept., DPW, school system as well as the library.
- **CBRNE:** Although not a high risk, the community and our planned community events may be vulnerable to any incidents involving chemical, biological, radiological, nuclear or explosive devices or weapons.

Critical Facilities and Infrastructure Summary

Below is a summary of critical infrastructure that are likely to be impacted by one or more of the hazards defined above.

Utilities

Water supply and sewage-disposal services are provided by The Town of Hanover Water Department. The Town of Hanover's water comes from a town-wide well water system.

National Grid is the primary distributor of electric power to the Town.

Eversource is the primary provider of natural gas.

Critical Facilities and Infrastructure

Flood Insurance Rate Map Zone Definitions

FEMA Flood Zone A- Special Flood Hazard Areas subject to inundation by the 1-percent-annual-chance flood event generally determined using approximate methodologies. Because detailed hydraulic analyses have not been performed, no Base Flood Elevations or depths are shown.

FEMA Flood Zone AE- An area inundated by 1% annual chance flooding, for which Base Flood Evaluations have been determined.

FEMA Flood Zone X- Areas between the limits of the base flood and the .2-percent-annual-chance flood (500 year flood).

Facility or infrastructure	Type	Hazards to location
Elm St at Pembroke Line	Bridge	
Rt. 53/139 Columbia Rd at Pembroke Line	Bridge	
Washington St. at Pembroke Line	Bridge	
Broadway at Norwell Line	Bridge	FEMA Flood zone (A)
East St. at Norwell Line	Bridge	FEMA Flood zone (A)
Mill St. at Norwell Line	Bridge	FEMA Flood zone (A)
Rt. 53 Washington St. over Rt. 3 (State owned)	Bridge	
Circuit St (at Pleasant Street)	Bridge	FEMA Flood zone (AE)
King St. Forge Pond	Bridge	FEMA Flood zone (AE) locally identified flood area (King St. Bridge)
Broadway at Hanson Line	Bridge	FEMA Flood zone (AE)
Rt. 3 North Bound (Over Webster St.)	Bridge	

Rt. 3 South Bound (Over Webster St.)	Bridge	
Rt. 139 (State owned)	Bridge	FEMA Flood zone (AE) Locally identified flood area (Pleasant and Circuit)
Forge Pond	Dam	FEMA flood zone (AE) Locally identified flood area (King St.)
Factory Pond	Dam	FEMA flood zone (AE)
Curtis Crossing	Dam	FEMA flood zone (AE)
Hackett's Pond	Dam	FEMA flood zone (A)
Pond St. Water Treatment Plant	Water Treatment	
Cemetery Garage	Garage	
Water Distribution Garage	Garage	
DPW Highway Garage	Garage	
DPW Office	Public Works Building	
Broadway Water Treatment Plant	Water Treatment	
Beal Water Treatment Plant	Water Treatment	FEMA Flood zone (X)
Beal #1	Well	
Beal #2	Well	
Broadway #1	Well	

Broadway #2	Well	
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Hanover St #1	Well	
Hanover St. #2	Well	
Pond St. #1	Well	FEMA flood zone (A)
Pond St. #2	Well	FEMA flood zone (A)
Pond St. #3	Well	FEMA flood zone (A)

Cedar School	School	
Hanover High School	School	
Hanover Middle School	School	
Center Elementary School	School	
Sylvester School	Public Building	
Salmond School	School Administration	
South Shore Technical High School	School	
Fire Station #1	Fire Station	
Fire Station #3	Fire Station	Locally identified flood area (Pleasant and Circuit)
Fire Headquarters	Fire Station	
Hanover Police Headquarters	Police Station	
Union St. old	Standpipe	

Union St. new	Standpipe	
Walnut Hill	Standpipe	
Pond St Lime building	Public Works Building	
Facility maintenance building	Building	
Town Hall	Town Hall	
John Curtis Free Library	Library	
Hanover Transfer Station	Transfer Station	
Water St.	Power Substation	
Phillips St.	Power Substation	
Mayflower Dr.	Cell Tower	FEMA Flood zone (AE)
Police Station	Cell Tower	Locally identified flood zone (CVS Plaza)
Planet Subaru	Cell Tower	
Assinippi	Cell Tower	
Cushing Residence	Assisted Living	
Roberts Animal Hospital	Animal Hospital	
Legion Elderly Housing	Assisted Living	
St. Mary's Church	Church	
Congregational Church	Church	
St. Andrew's Church	Church	

Hazardous Materials Facilities

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the community that would be classified as otherwise hazardous.

Business Name	Address	Contact	24 Hr Phone

Contact information as of 8/1/2022

Health and Medical Facilities

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

Location	Type
[Redacted Content]	

Access and Functional Needs Populations

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

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

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

Planning Assumptions

- The Town of Hanover and/or the Commonwealth have effective prediction and warning systems in place allowing Hanover to anticipate certain emergency situations that may impact the Town
- When anticipating or in response to an emergency situation, the Town Manager and Emergency Management Director are responsible for acting, including the activation of this plan, to mitigate impacts, save lives, protect property and the environment, assist survivors, and restore essential services and facilities.
- Town of Hanover officials, agencies and partners are familiar with the CEMP, understand their roles and responsibilities under the CEMP, maintain appropriate plans, policies, and procedures to carry out those responsibilities, and maintain a state of readiness. Day to day functions which do not contribute directly to the emergency operation may be suspended for the duration of an emergency/disaster. Resources that would normally be required for those daily functions will be redirected to tasks in support of the emergency response.
- The Town of Hanover will use its own resources in response to an emergency or disaster. Once local resources are exhausted (or near-exhausted), requests for assistance will be made.
- A large-scale emergency or disaster may overwhelm available local resources, leading to the need for support from local/mutual aid jurisdictions, private sector partners, state agencies, and the federal government.
- Town of Hanover anticipates support from surrounding communities and other response organizations should the resources of Hanover become exhausted. Adjacent communities and other government agencies will render assistance in accordance with the provisions of written intergovernmental and mutual aid support agreements in place at the time of the emergency.
- When resources of The Town of Hanover are fully committed and mutual aid from surrounding jurisdictions is exhausted, the Massachusetts Emergency Management Agency (MEMA) may coordinate the provision of additional assistance to address unmet needs.
- Disaster support from federal agencies may take at least 72 hours to arrive.
- Facilities required to file Tier II reports develop, coordinate and provide copies of emergency plans annually to the Emergency Management Director, Local Emergency Planning Committee, Fire Chief and/or other state departments and agencies as applicable and required by codes, laws, regulations or requirements.
- Whenever warranted, the Town manager/Emergency Management Director may declare a local State of Emergency for The Town of Hanover in accordance with the provisions of Massachusetts General Laws.
- The Emergency Management Director has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of The Town of Hanover. Evacuation and/or shelter-in-place orders will be communicated to residents and businesses by all appropriate means.

Planning Assumptions con't

- In the event that an evacuation of the Community, or any part thereof, is ordered, the majority of the evacuees will utilize their own transportation resources to evacuate. However, a percentage of the population does not have access to transportation and will require transportation assistance.
- Individuals with pets will bring their pets with them when they evacuate. Those with livestock or other farm animals will take appropriate measures to safeguard their animals via sheltering or evacuation as appropriate.
- The Town of Hanover and its response partners will need to provide additional/enhanced assistance to individuals with access and functional needs, including but not limited to children, elderly, individuals with disabilities and/or chronic conditions.

Concept of Operations

The concept of operations describes the sequence and scope of emergency response. The Town of Hanover Emergency Management Agency has the primary responsibility for coordinating emergency management activities in the Town of Hanover. These activities support the following priorities

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate information to the public regarding emergency situations
- Provide for the immediate needs of disaster survivors
- Acquire, assess and disseminate emergency information
- Restore essential utilities and functions

Overview

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

Plan Activation

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

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

Phases of Emergency Management

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

Prevention and Mitigation

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

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

Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop the capability to respond to an emergency. Preparedness activities include planning, organizing, training equipping, exercising, evaluating and implementing corrective actions for the emergency management program and organization. Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities, and lay the groundwork for coordinated disaster response.

Response

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

The Town of Hanover responds to emergencies by activating the Comprehensive Emergency Management Plan (or parts thereof), activating the Emergency Operations Center, coordinating with public, private and volunteer response partners as needed, coordinating and managing resources in support of emergency response, and preparing for recovery activities.

Recovery

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

National Incident Management System

The Town of Hanover's emergency management organization is structured in accordance with the National Incident Management (NIMS) and the Incident Command System (ICS). NIMS integrates

existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enable a diverse set of public and private organizations to conduct effective incident management operations.

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

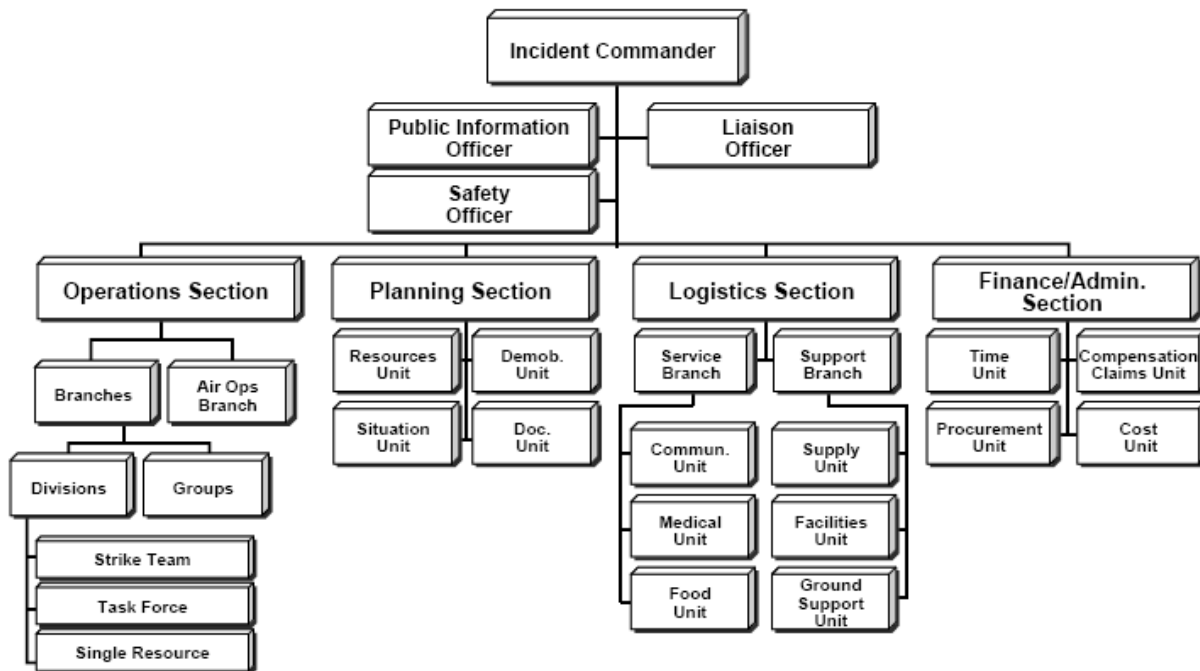
Incident Command System

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

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

Incident Command

Single Incident Commander - Most incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making authority.



Unified Command

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

Area Command

During a situation involving multiple incidents, an Area Command may be established to provide for Incident

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

Transfer of Command

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

Incident Coordination and/or Response Locations/Facilities

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

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

Incident Command Post

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

Emergency Operations Center

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

- Primary EOC: Hanover Fire Department Headquarters
32 Center Street

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

- Alternate EOC: Hanover Police Headquarters
129 Rockland Street

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

EOC Goals

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

Goals

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

EOC Activation Levels

The Town of Hanover EOC has designated three activation levels that increase in intensity, ranging from modest emergency effects associated with Level 1, to catastrophic emergency effects associated with Level 3.

Level 1: EOC staffed virtually with key personnel meeting or communicating regularly to monitor the situation, facilitate occasional resource requests, and maintain situational awareness. “Virtually” may be defined as utilizing web-based meeting applications (such as Zoom) and/or teleconferencing, including the use of web-based chat applications and/or cellular phone text threads.

Level 2: EOC partially staffed with key personnel to monitor the situation, facilitate occasional resource requests, and maintain situational awareness

Level 3: EOC fully staffed with key personnel representing all departments/agencies within the emergency management team to monitor the situation, facilitate larger volumes of resources requests, and maintain situational awareness

EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment includes:

- Laptops
- Phones
- Monitors
- Smart Boards
- Radios/Base Stations

This equipment is tested by the EOC Director, or designee, on a monthly basis, as well as prior to planned or anticipated events to ensure its readiness. Additionally, exercises of the EOC may be held on an annual schedule.

EOC Staffing

The Emergency Management Director or designee will maintain a current list of EOC positions. The EMD will coordinate with department heads to identify and train staff to serve in EOC positions. Department heads or their designees will develop and maintain a contact list of personnel that would be available to fill needed positions within the EOC. This list can be found 32 Center Street (Fire Department Headquarters) and also as an attachment to this plan. Each department will maintain these lists and provide status updates to Emergency Management as necessary.

The Town of Hanover EOC is organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Chief Municipal Officer(s), the Massachusetts Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate. The EMD typically serves as the EOC Manager.

Public Information Officer: The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.

Police Representative: The Police Representative is responsible for coordinating law enforcement resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Police Department.

Fire Services/ EMS Representative: The Fire Services Representative is responsible for coordinating fire and EMS services resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Fire Department.

Public Health Representative: The Public Health Representative is responsible for coordinating public health and medical resources to support emergency response operations, and providing situational awareness to the EOC Manager and the Public Health Department.

Public Works Representative: The Public Works Representative is responsible for coordinating transportation, public works and engineering resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Public Works Department.

Shelter Manager: The Shelter Manager/Coordinator is responsible for coordinating resources to support shelter operations and mass care services, and providing situational awareness to the EOC Manager, partnering non-governmental organizations, and operating shelters.

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

EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via alert message, the primary notification system for EOC activations.

This notification system will be activated by the EMD or designee. Each EOC member will be notified that the EOC has been activated via phone/text message and will be provided with the time to report to the EOC and method to verify receipt of the notification. If necessary, a back-up notification system will be used.

EOC Deactivation

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

Staging Area

A staging area is a location where resources needed to support emergency response operations are aggregated and readied for deployment. A staging area, which could be co-located with an ICP, should be located close enough to the incident to allow a timely deployment of assets to the area of the incident, but far enough away to be out of the immediate impact zone. There may be more than one staging area supporting an incident. Generally, the Incident Commander will determine the best location for the staging area.

Suggested Pre-Established Staging Areas:

Location	Address	Public/Private	Facilities
[Redacted content]			

Points of Distribution

Points of Distribution (PODs) are centralized locations where the public can obtain critical commodities following a disaster or emergency. PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through) and/or mass transit traffic (bus or rail). Typical critical commodities provided to impacted populations through PODs can include but are not limited to, shelf-stable food, bottled water, ice, tarps and/or blankets. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

Point of Distribution	Address
Hanover High School (Primary)	287 Cedar Street
Hanover Senior Center (Alternative)	665 Center Street
Center Elementary School (Alternative)	65 Silver Street

Shelters

The Town of Hanover has designated 1 facility that can be used to shelter evacuees or displaced persons in emergency situations. Shelter facilities will be managed by The Emergency Management Dept. alongside the school systems who occupy the buildings and provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the EMD or EOC Manager; shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

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

- Hanover High School

287 Cedar St. Hanover, MA 02339

Emergency Generator
Pets

Full Kitchen
ADA Compliant, access to
special/functional needs

Cooling/Warming Center(s). Based on incident specifics, the Emergency Management Director may determine the need to open, and make available to the public, Cooling or Warming Centers. Typically, this will be located at the Hanover Senior Center – 665 Center Street; but an alternative location may be necessary. A Cooling/Warming Center is NOT considered to be a Shelter.

Evacuation

The Emergency Management Director alongside the Town Manager has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations, and issue evacuation orders under a Gubernatorial Declaration of Emergency.

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

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

Evacuation routes should be pre-identified by the Emergency Management Director in coordination with other community officials. Evacuation routes for this community are [Fill in this section or use GIS Excel Spreadsheet provided by MEMA.]

Evacuation Assembly Points

For people that cannot drive. Figure out which locations buses will be going, and the route. Assembly locations. Evacuation Assembly Points (EAPs) are location(s) within the community that serve as assembly points for evacuees who do not have their own transportation. EAPs are typically located at cross streets, and within walking distance of nearby residences. The Town of Hanover will use buses or other vehicles to pick up evacuees from EAPs and transport them to either a shelter or to a local evacuation transportation hub. EAPs are locally designated and operated, and are likely not in enclosed facilities (similar to a bus stop concept).

Evacuation Assembly Point	Address

Evacuation Transportation Hub (T-Hub)

In situations when residents may need to be evacuated outside of the community, The Town of Hanover will activate one or more Evacuation Transportation Hubs (T-Hubs) where large numbers of evacuees transported from EAPs throughout the community assemble and wait for transportation to either a state-operated Regional Reception Center (RRC) or a designated shelter outside of a community. T-Hubs are locally-operated, have adequate indoor facilities to stage evacuees, and adequate outdoor areas for vehicle staging and evacuee embarkation. The Commonwealth is responsible for providing buses or other vehicles to transport evacuees from local T-Hubs to RRCs or shelters. [It is recommended that you use the GIS Excel Spreadsheet provided by MEMA to detail these locations, so your Critical Infrastructure can also be reflected on a map.]

Evacuation Transportation Hub	Address

Designated Helicopter Landing Zones

In an event where residents need to be evacuated from the town via helicopter, Hanover and Boston Med-Flight have coordinated the following locations as landing zones based on priority, availability and accessibility.

LZ #	Lat.	Long.	Description	Address	Type
LZ - 1	42 07.10	070 50.20	B Everett Field	515 Hanover St.	Field
LZ - 2	42 06.22	070 51.65	Myrtle St. Field	217 Myrtle St.	Field
LZ - 3	42 06.23	070 52.87	Forge Pond Park	295 King St.	Field
LZ - 4	42 07.78	070 52.27	Hanover High School	287 Cedar St.	Field/Parking Lot
LZ - 5	42 09.38	070 50.43	Norwell High School	18 South St.	Field
LZ - 6	42.08.76	070 51.77	South Shore Technical	476 Webster St.	Field/Parking Lot

Organization and Assignment of Responsibilities

Leadership

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

Chief Municipal Officer

The Town of Hanover has a Select Board which appoints a Town Manager as their form of government. The Town Manager serves as the chief municipal officer for the Town and is responsible for providing for the protection of lives and property of the citizens of the Community.

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

If the Town Manager in consultation with the emergency management director, identifies the need for additional emergency response resources, requests for mutual aid/assistance agreement will be submitted to

the mutual aid partners or to the Massachusetts Emergency Management Agency/State Emergency Operations Center.

Incident Commander/Unified Command

The Incident Commander serves as the on-scene commander for tactical response operations. The Town of Hanover may expand its incident command to unified command for incidents that require coordinated response among multiple on-site lead response partners. The Incident Commander/Unified Command receives its strategic guidance from the Decision Team, and as needed, coordinates with the Town Manager, the Emergency Management Director, and the Emergency Operations Center on response strategies and resource needs.

Emergency Management Director

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

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

Emergency Management Organization

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

Government Organizations

Most of the departments within the Town of Hanover's government have been assigned emergency responsibilities in addition to their normal duties to support emergency response and emergency operations center operations. Each department is responsible for developing and maintaining its own emergency management procedures.

Non-Governmental Organizations

Several non-governmental organizations, such as the Salvation Army and Red Cross work with The Town of Hanover to support EOC operations and provide assistance with shelter operations and mass care needs.

Private Sector

Several private sector organizations support EOC operations and emergency response. These organizations include National Grid, Eversource.

Commonwealth of Massachusetts

The Massachusetts Emergency Management Agency (MEMA) coordinates state level emergency operations. During an emergency or disaster, MEMA may provide direct support to The Town of Hanover and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the

Federal Emergency Management Agency (FEMA), and/or from outside the state through the Emergency Management Assistance Compact (EMAC). MEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

Emergency Operations Center Organization

The Town of Hanover EOC is organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Chief Municipal Officer(s), the

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

Assignment of Roles and Responsibilities

Town Manager

Prevention and Mitigation

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

Preparedness

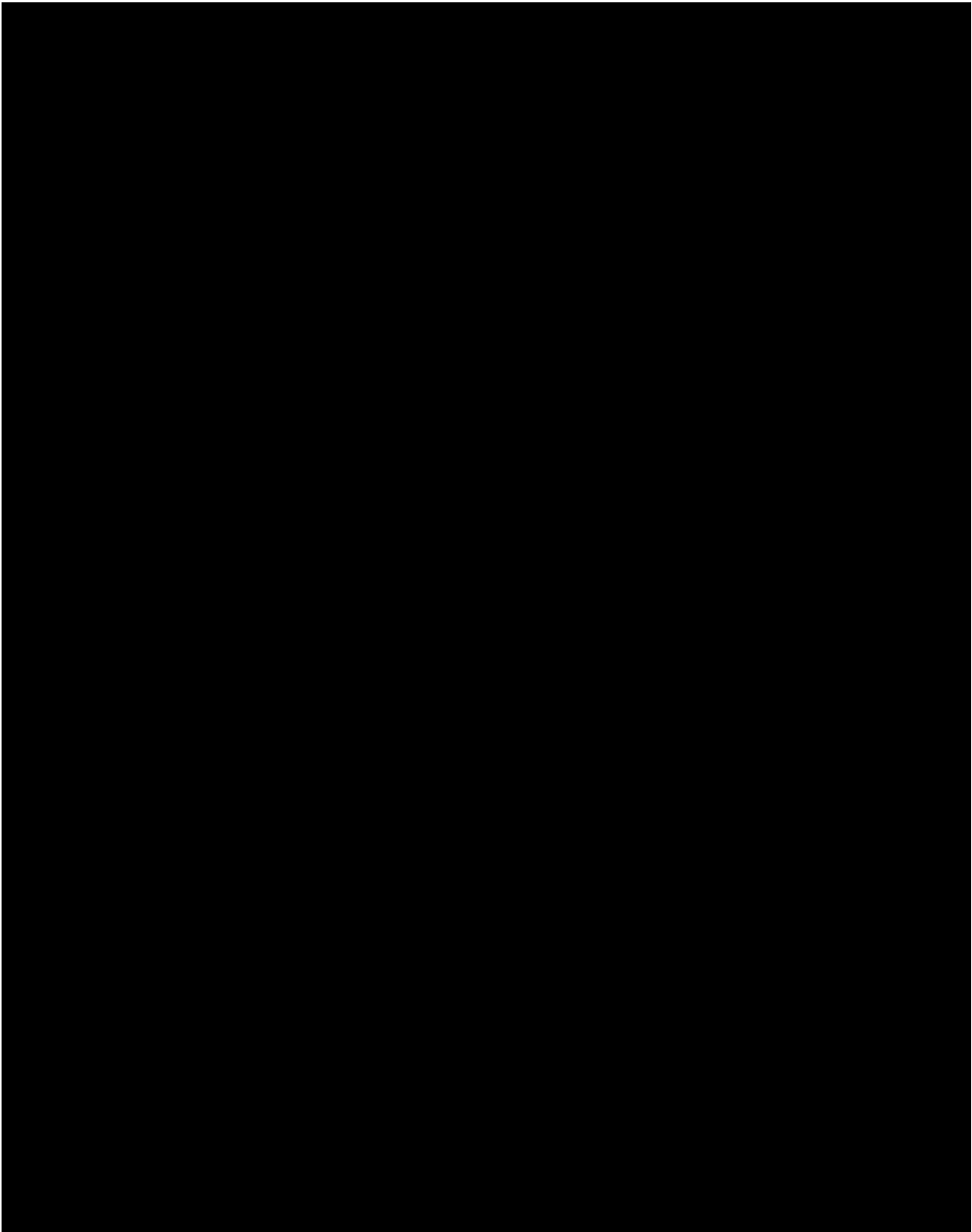
- Appoints Emergency Management Director
- Approves the Comprehensive Emergency Management Plan (CEMP)
- Approves emergency management-related policies
- Ensures individuals are appointed to serve in critical emergency management organization positions
- Ensures emergency preparedness information and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

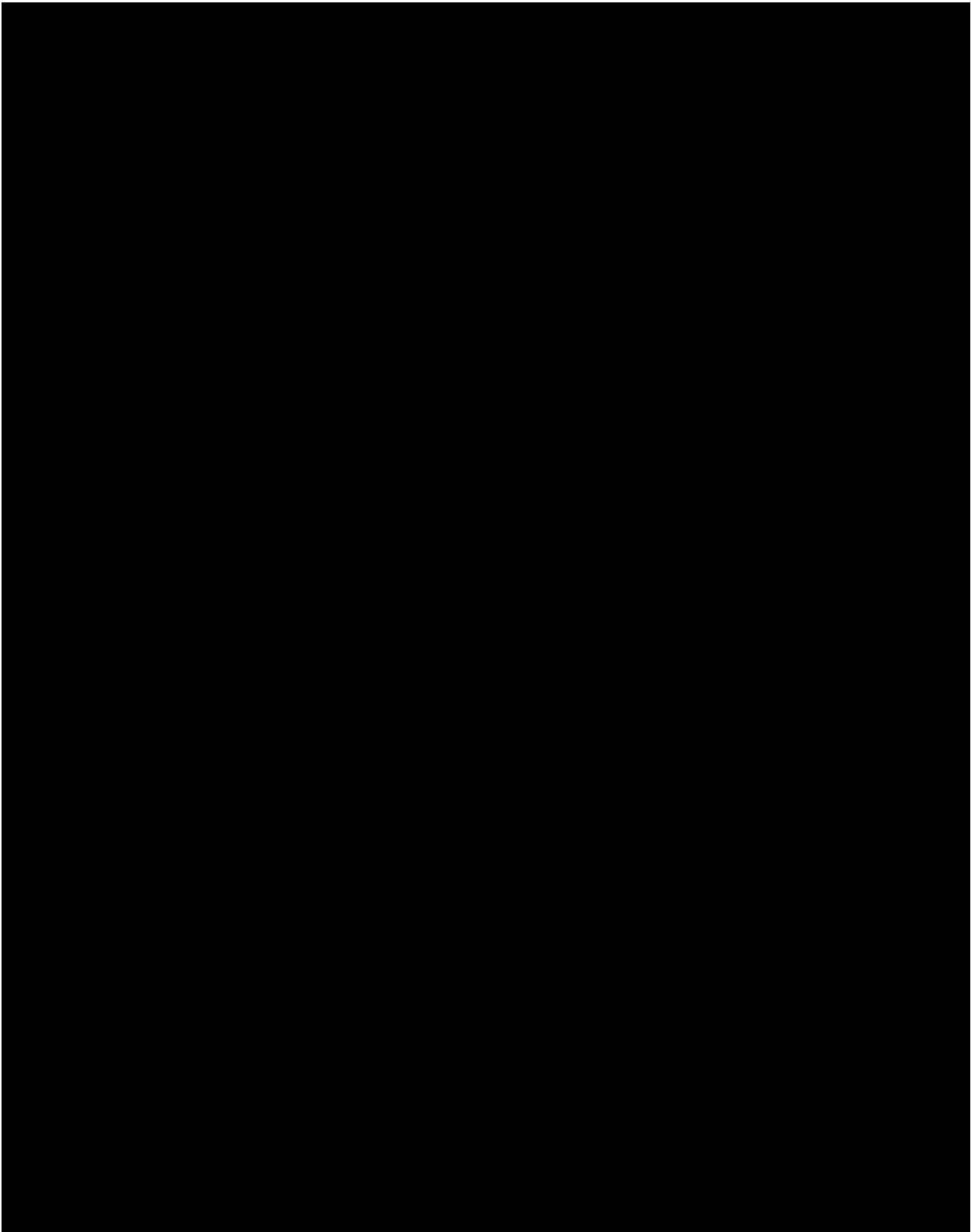
Response

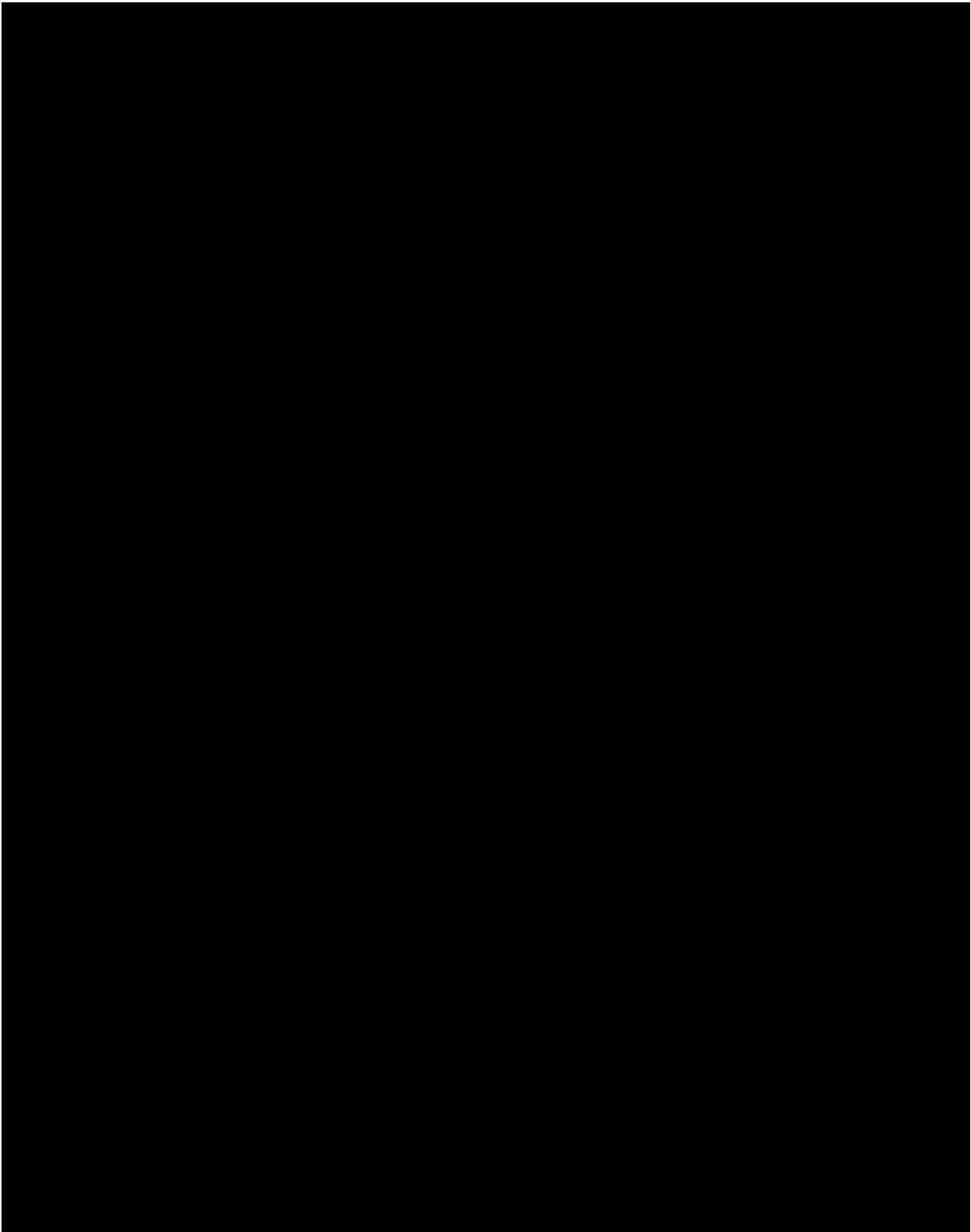
- Responsible for overall response operations
- Receives recommendations from the Incident Commander, EMD and/or EOC Manager on emergency response decisions
- Ensures the EOC is operational, staffed and functional
- When necessary, issues a local declaration of emergency
- Ensures emergency information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

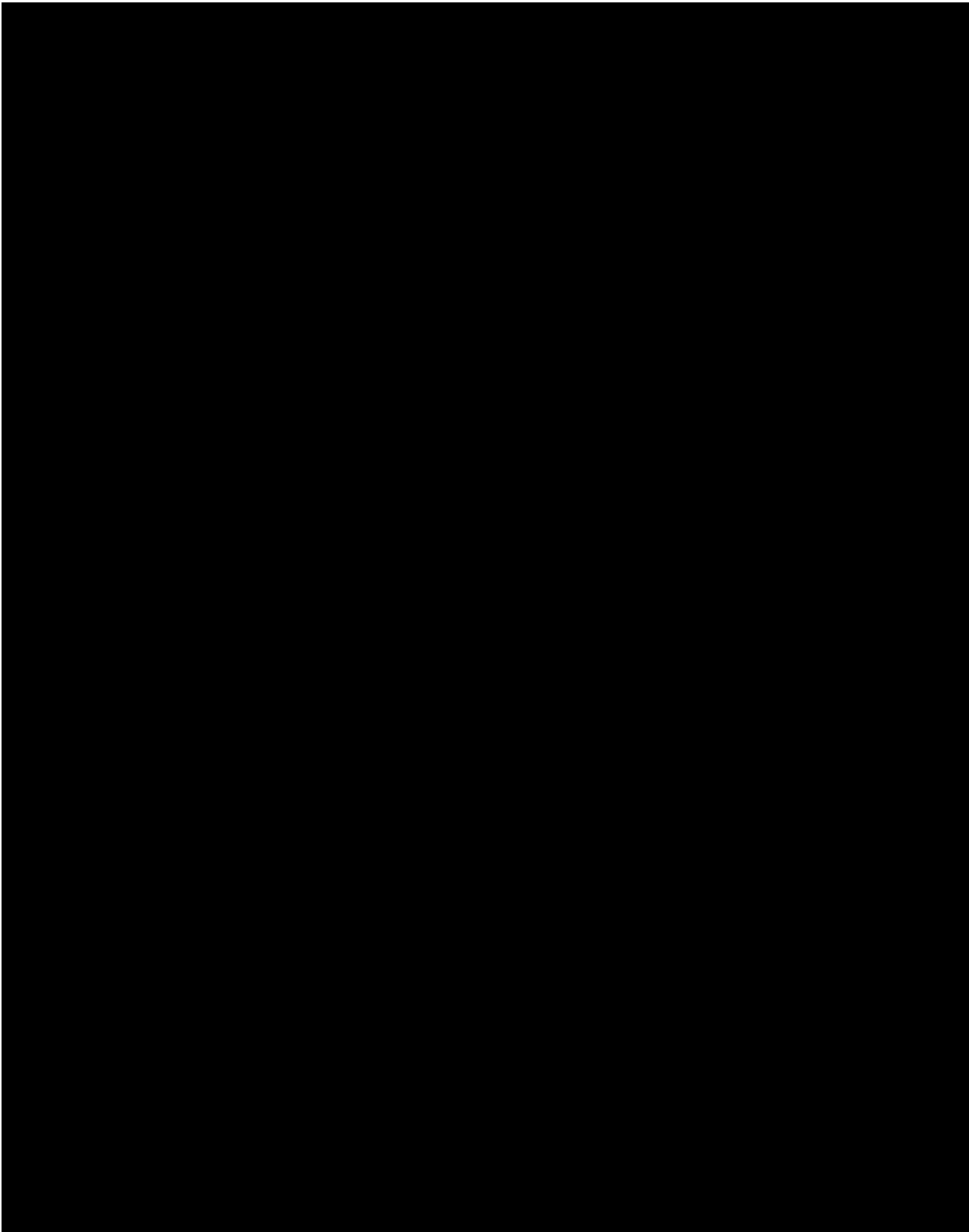
Recovery

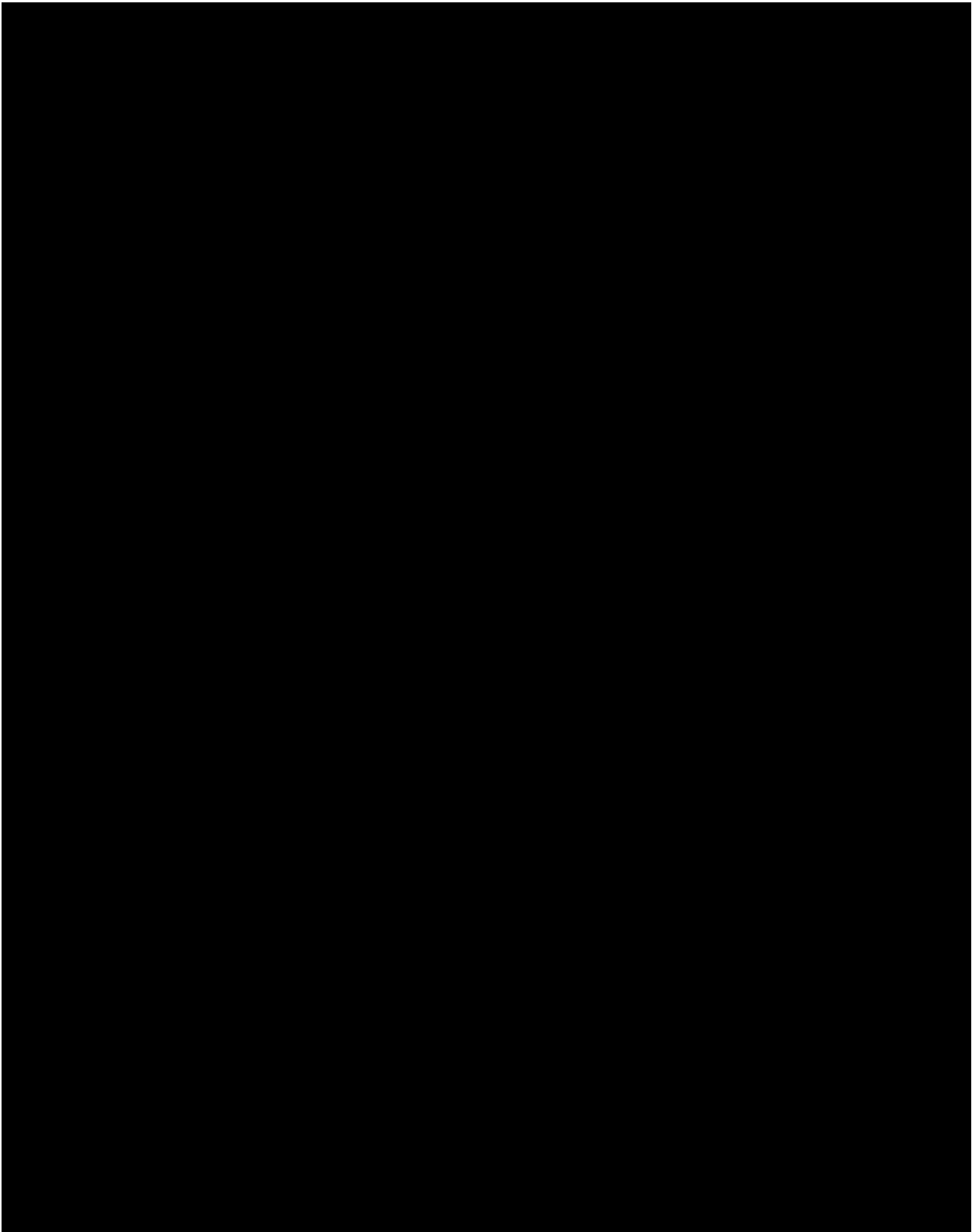
- Approves disaster recovery policies
- Serves as an advocate for constituent recovery efforts
- Hosts community meetings to ensure needs are being addressed and to provide information to residents

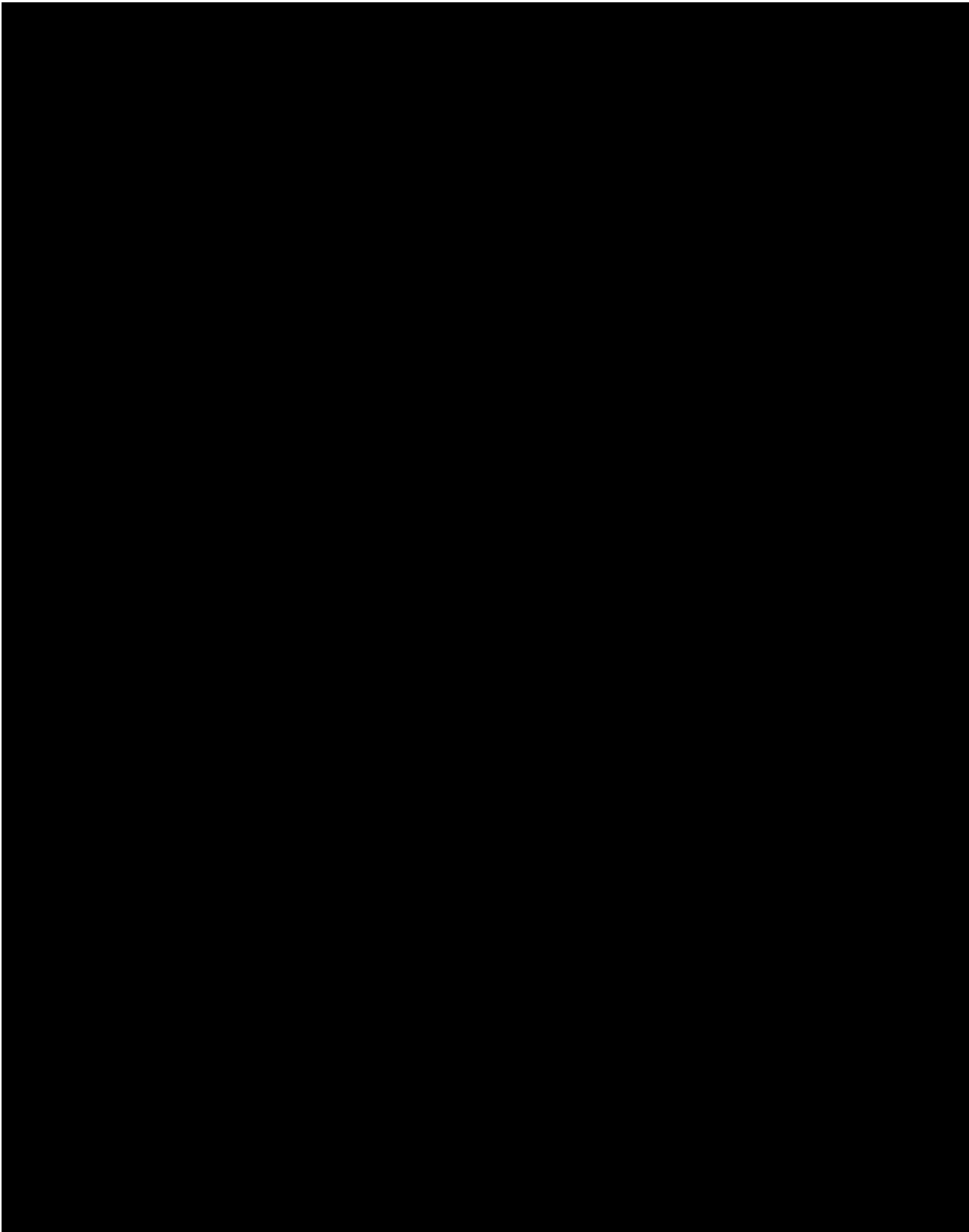


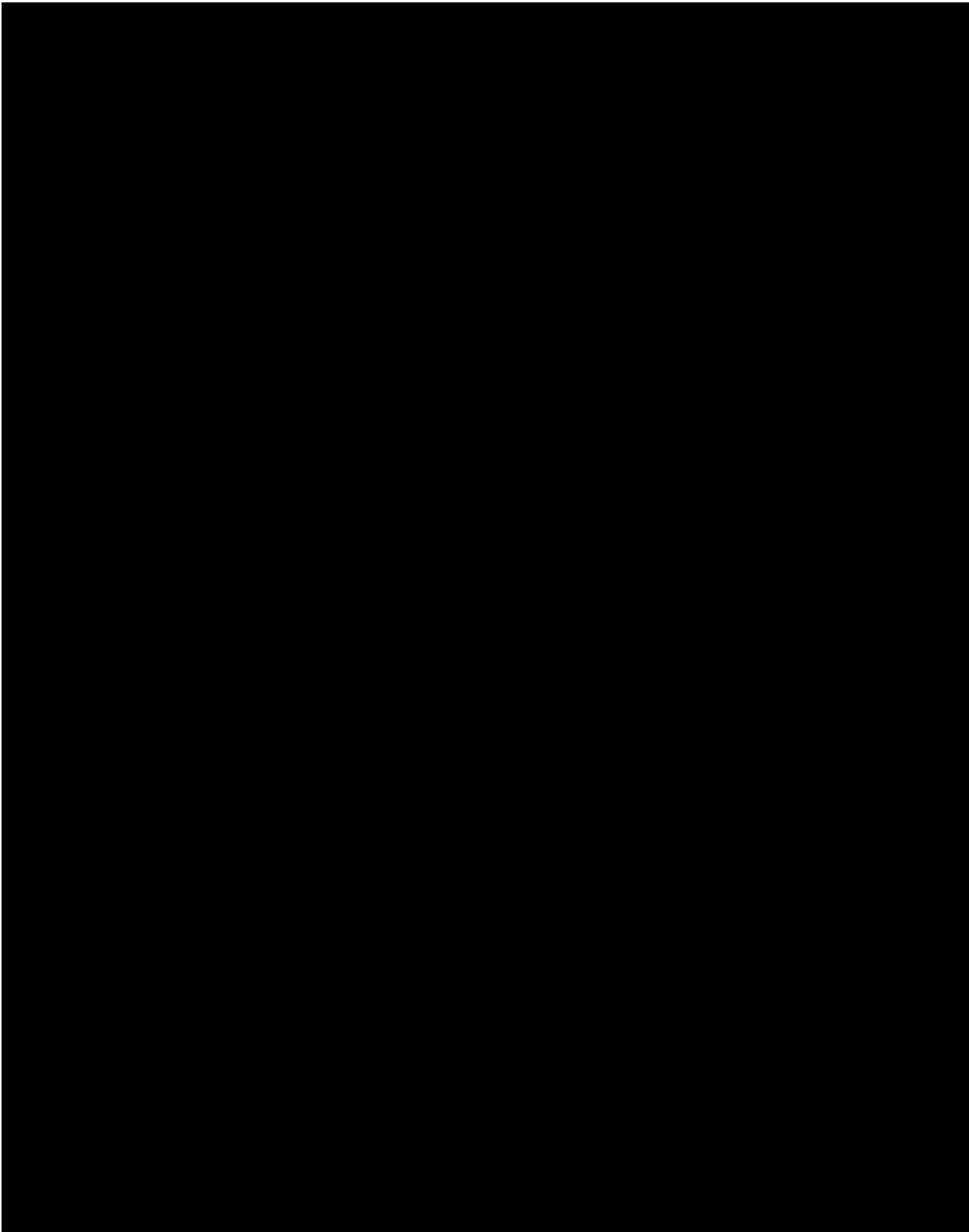


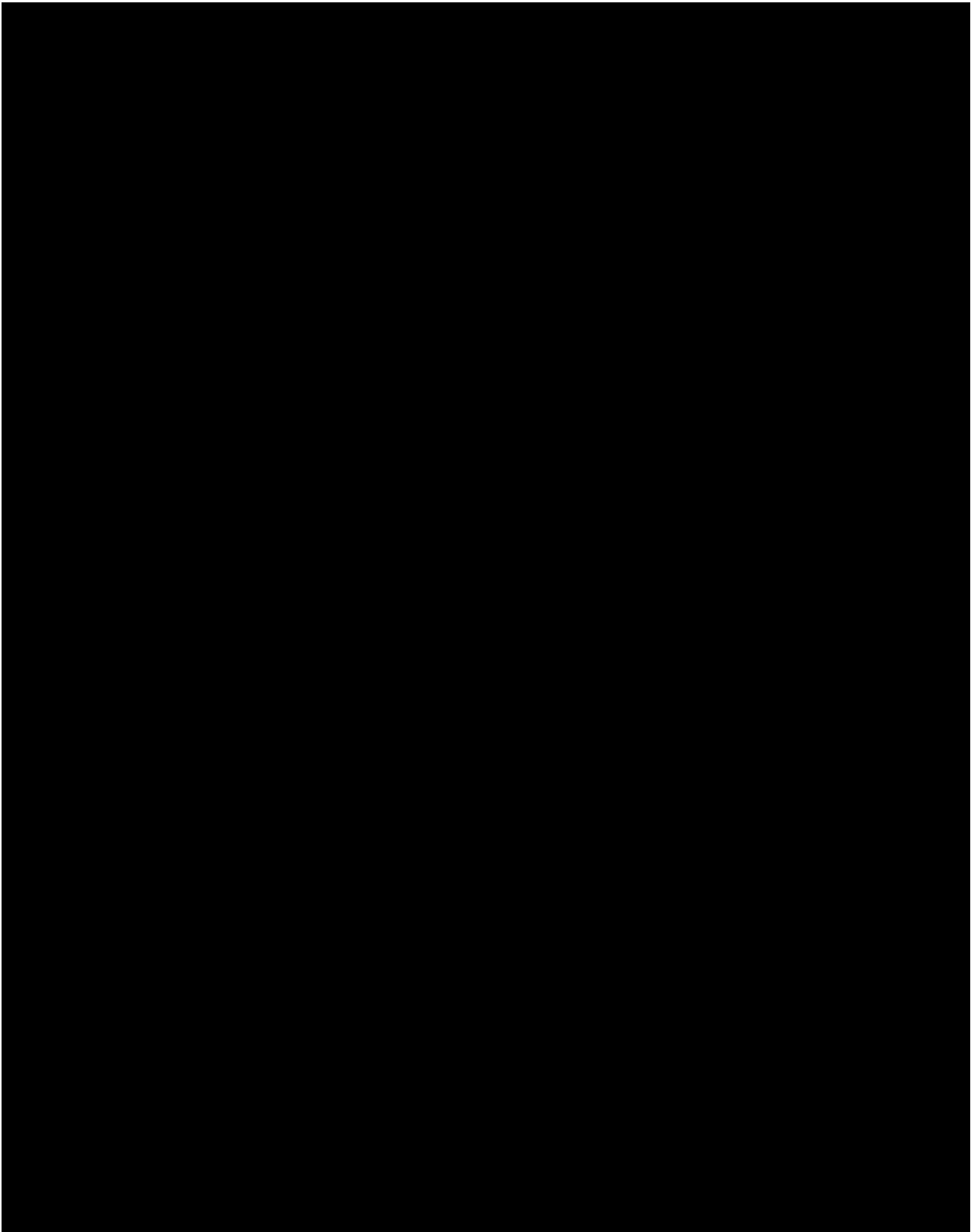


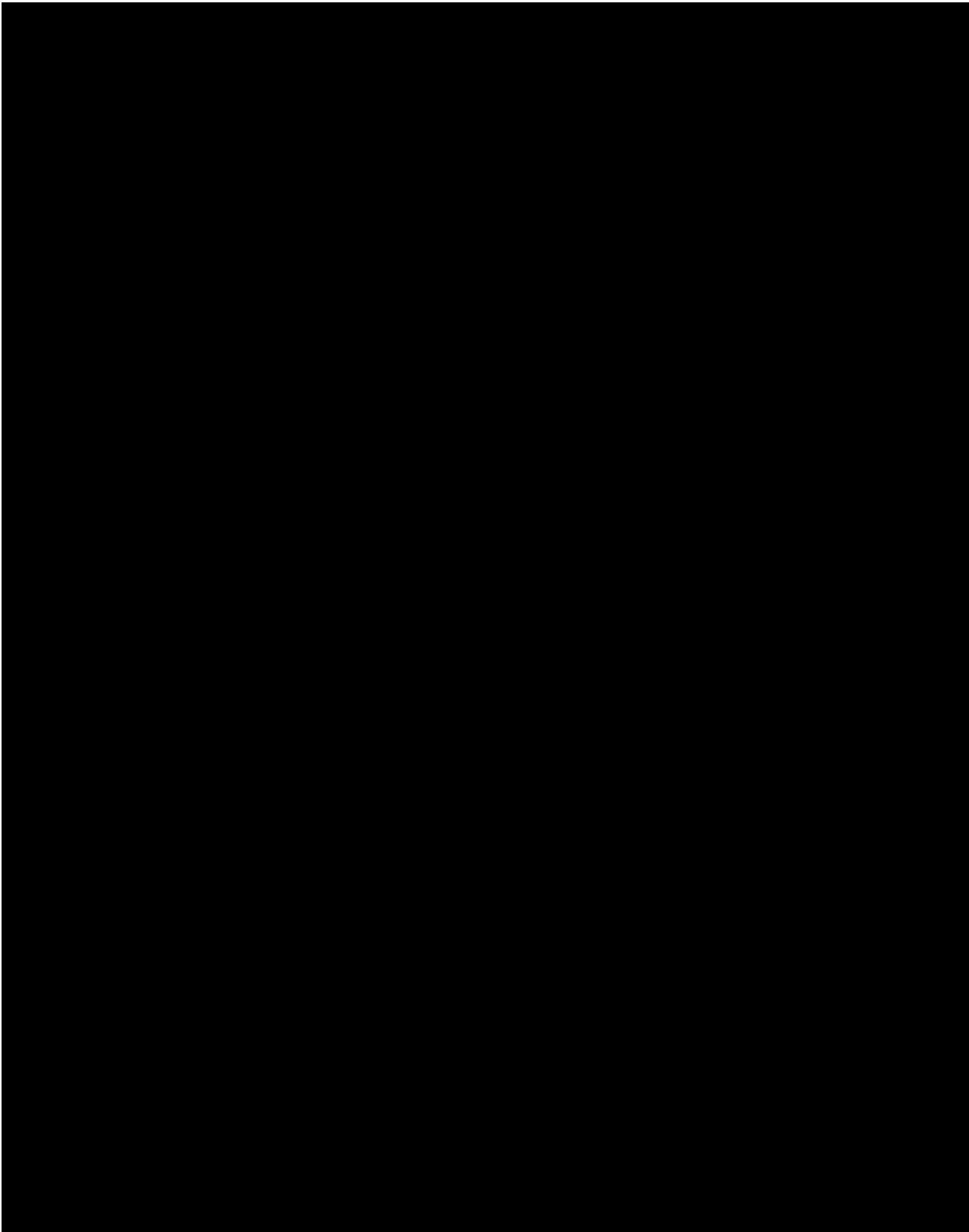


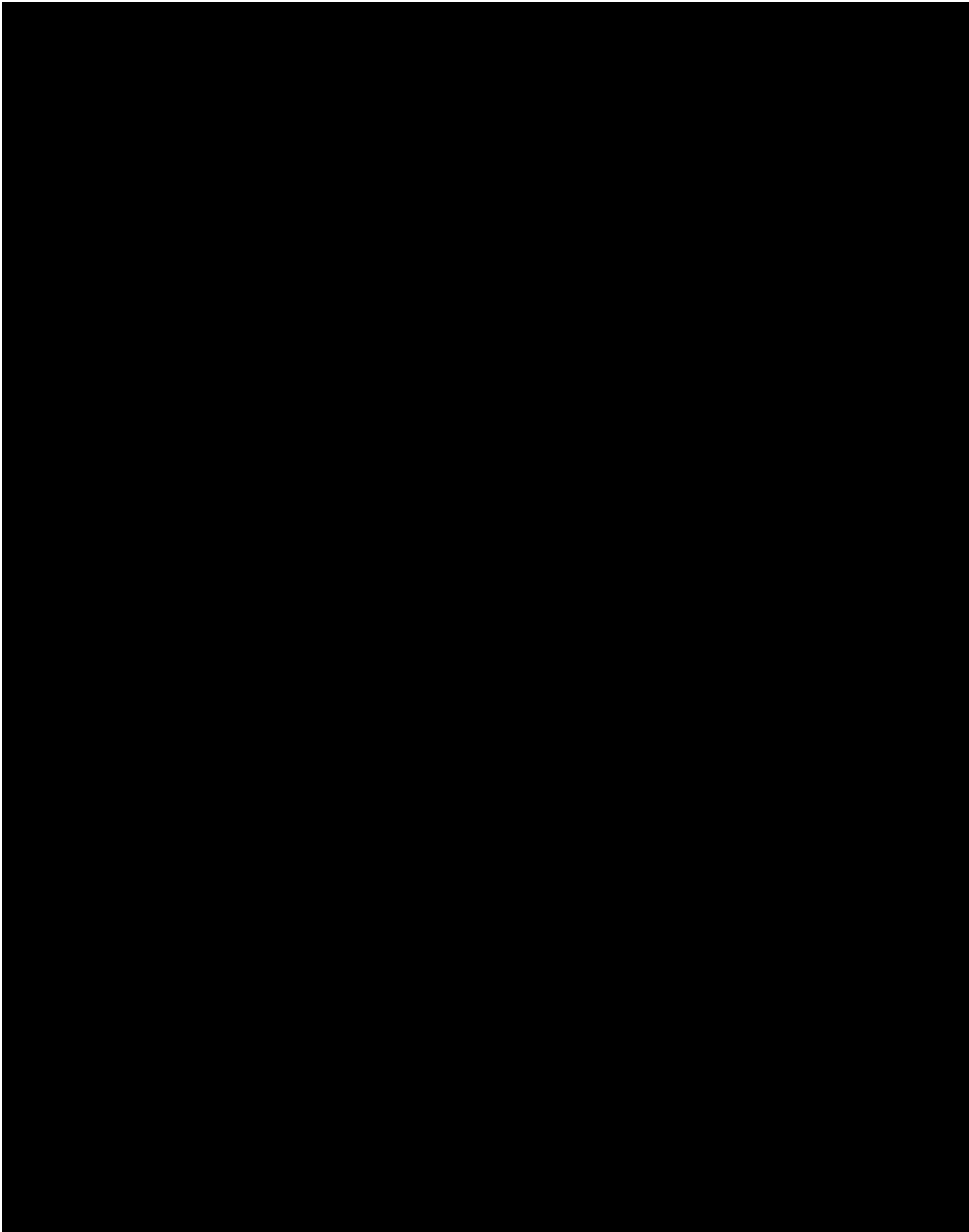


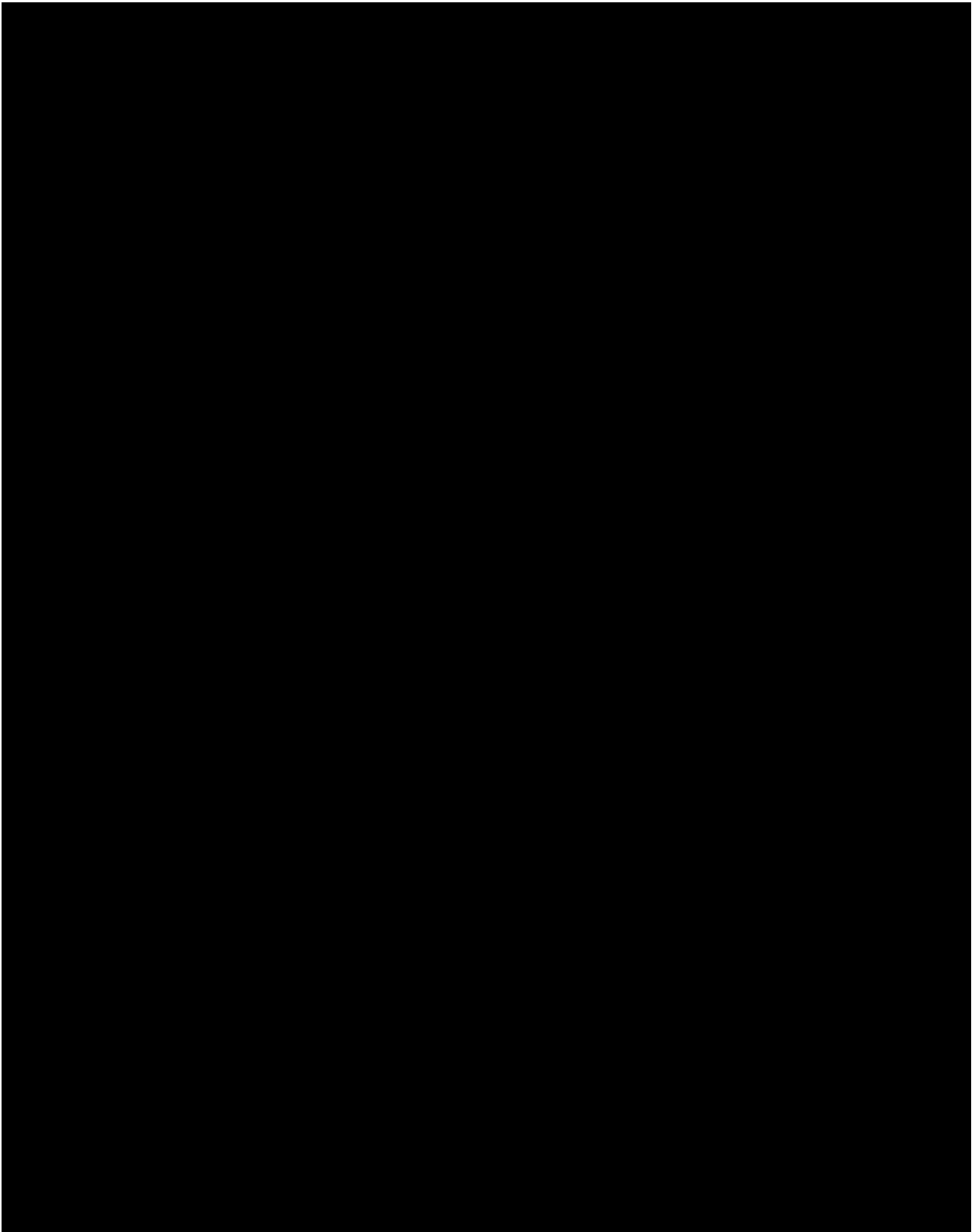


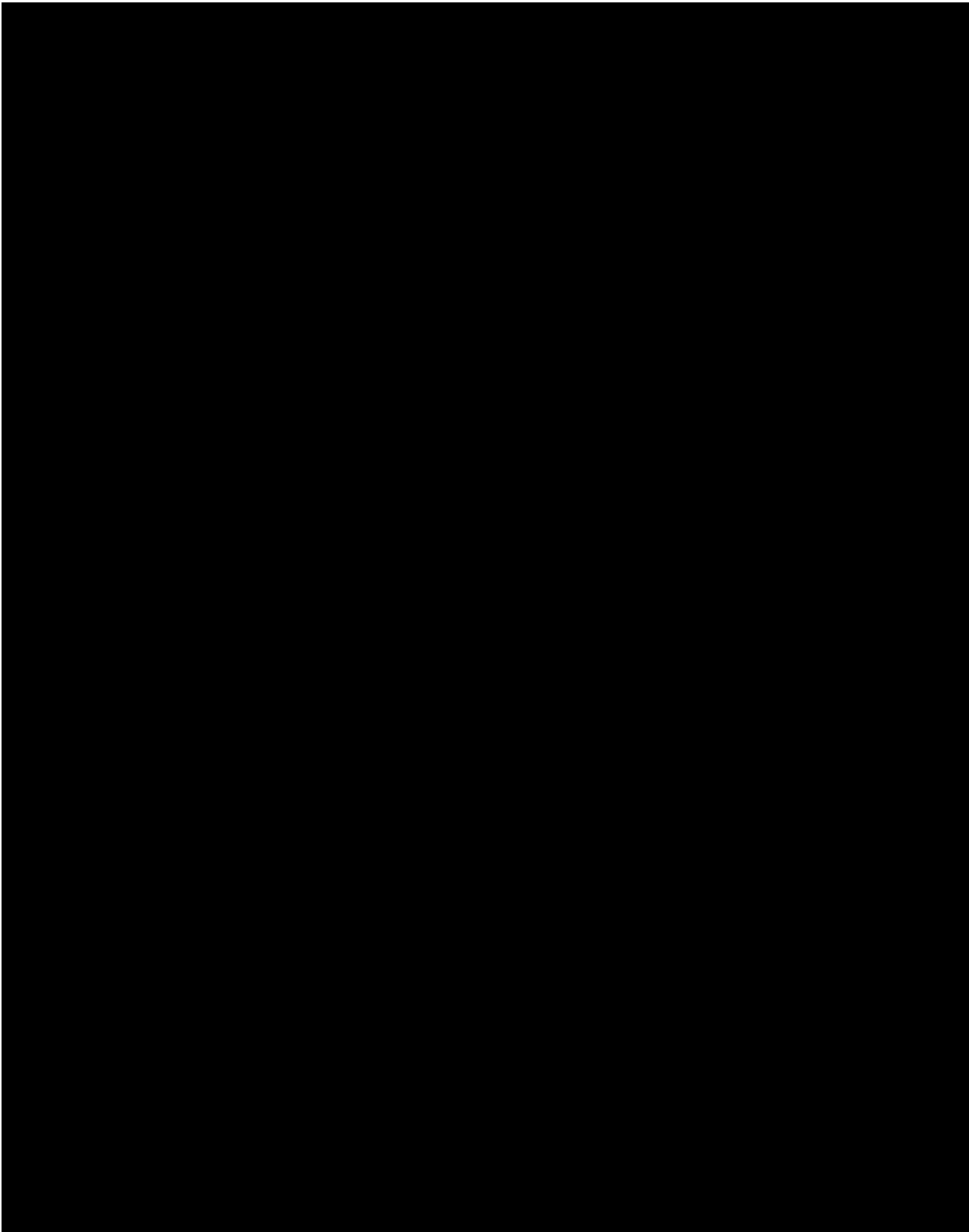


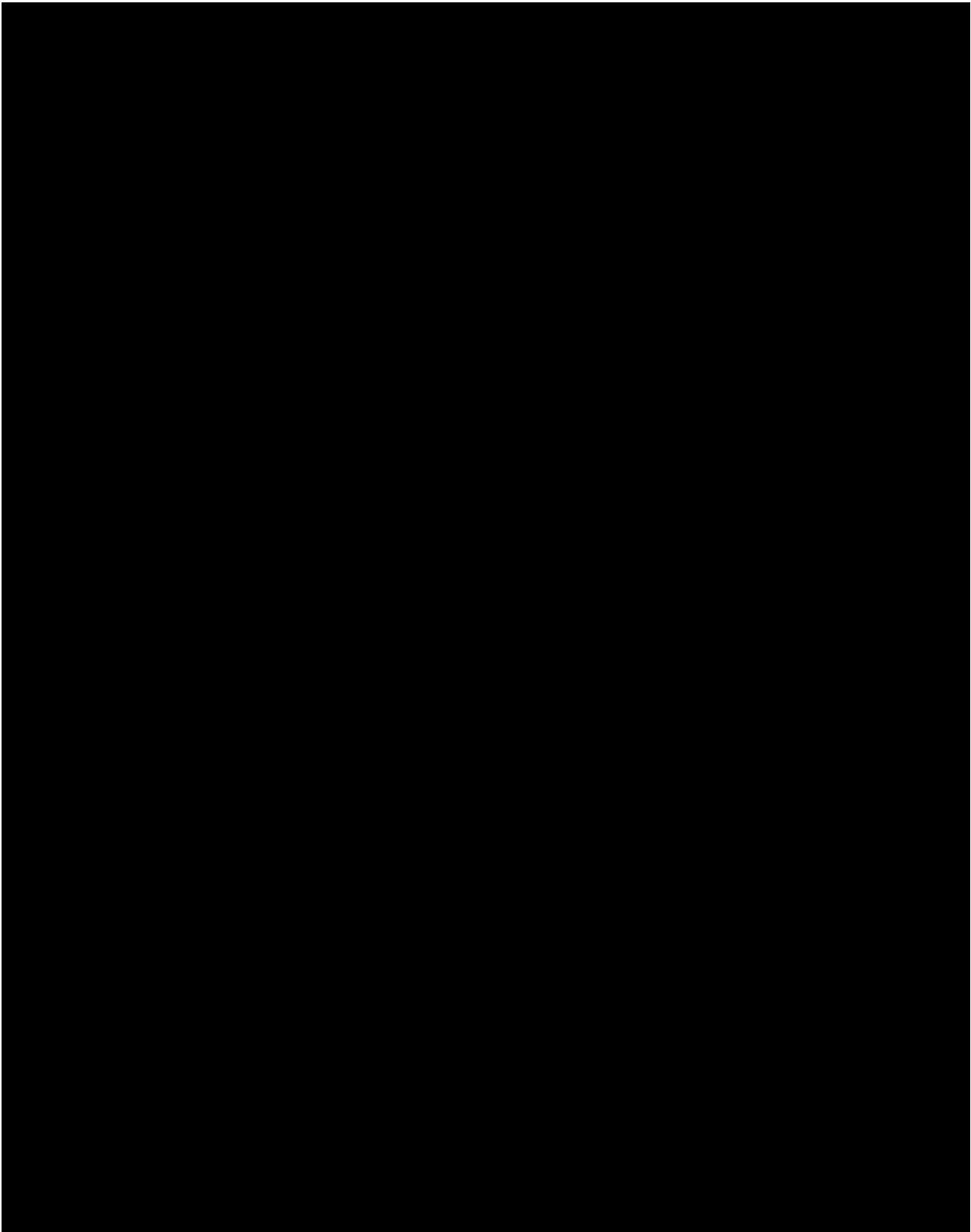


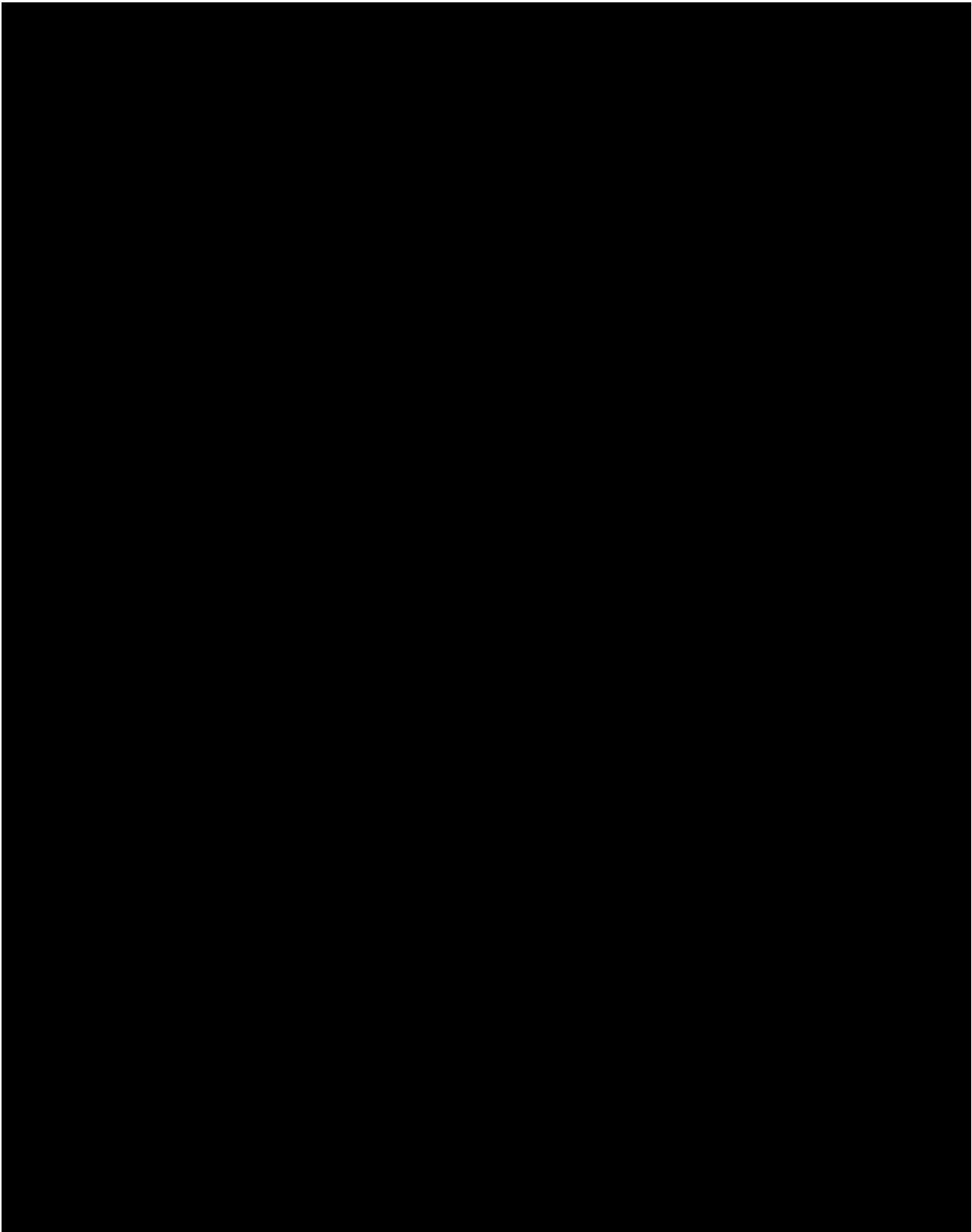












Line of Succession

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



Information Collection, Analysis and Dissemination

Situational Awareness

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

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

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

Information Collection

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

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

Information Analysis

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

Dissemination

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

Internal Messaging

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

Within 24 hours of an emergency event, the EMD will submit a Local Government Situation Report (see Attachment 3) to their Regional MEMA office. For a significant incident, the situation report should be followed by an Initial Damage Assessment as soon as specific damage information is available but not later than 48-72 hours after the peak of the event.

Public Messaging

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

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Reverse 911 Systems or similar platforms

To ensure one consistent and accurate voice, all public information releases will be coordinated through

EOC Manager or his/her designee

Local Declaration of Emergency

In general, a Declaration of Emergency is made by Town Manager and confirmed later by the select board and may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

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

When all emergency activities have been completed, the EMD will coordinate with the Town Manager to terminate the declared emergency. All Community departments, agencies and organizations will receive notification of emergency declarations and terminations through email.

Communications

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

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

Hanover is serviced by both Comcast and Verizon for both internet and telephone service. Public buildings such as Town Hall, Fire Department, Police Department and the Hanover school system use both Verizon and Comcast simultaneously. Net Tel One, is the telephone provider for the town that services communication system throughout the town. They operate on both a hardwired system, which connects critical facilities together in Hanover as well as a cloud-based structures that connects both public and private sections of town. Town hall, the Police Department and the Fire Department is connected on a wired connection separate to the town wide connection. This allows the town's most critical facilities to communicate amongst each other when the town connection may be down. Hanover's technology department is responsible for the upkeep and organization of these systems to ensure efficient and effective communications.

Alert and Notification

Emergency notification of community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The community has several means of notifying emergency response partners. In most situations, the Community has the capability to warn departments and agencies on a 24-hour basis.

Notification of Key Officials

When an emergency requires the notification of key community officials, The Emergency Management Agency will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone / Text Message
- Satellite Phone
- 2-way radio systems (during normal business hours)
- Dispatch a vehicle for in-person notification
- Face-to-face communication

EOC Communications

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

- Telephones
- Monitors
- Laptops

The community conducts periodic communications tests to ensure that its systems are operational and its personnel are capable of operating the systems. More particularly, the Emergency Management Director conducts an emergency communication test on a monthly basis.

Emergency Alert and Warning

Emergency alert and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate Emergency Management Director will coordinate the development of public warning messages. The Emergency Management Director will implement the dissemination of the messages via the public warning systems. Warning the public about an emergency or disaster includes various means of communication which are summarized in the table below:

Public Warning

Public warning is accomplished using the following methods as appropriate:

- Reverse 911 System
- Social Media
- Internet – Town Website
- Local Access TV Station – HCTV
- Variable Message Boards
- Static Commercial Message Boards
- Wireless Emergency Alerts – Through MEMA
- Sirens (from emergency vehicles)

Emergency Alert and Warning for Persons with Access and Functional Needs

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

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

Community Warning Systems

Warning System	Area of Coverage	Approving Authority	Implementation
Local Cable Channel	Town-wide	EMD, Town Manager	Station Manager, HCTV
Reverse 911 System	Town-wide	EMD, Town Manager	EMD, DPW Deputy Director
News Media	State, National	EMD, Town Manager	Comm Director
Community Website	Accessible anywhere with internet	EMD, Town Manager	Comm Director
Door-to-Door	Town-wide	EMD, Town Manager	Police / Fire
Social media	Dependent on use of internet	EMD, Town Manager	Comm Director

Public Information Officer

The Public Information Officer has the responsibility for taking following actions.

ACTIONS:

- Determine or create proper message content
- Select appropriate public warning system(s) for use
- Disseminate public warnings after receiving written approval from the EOC Manager or his/her designee
- Initiate Protective Action Advisory Implementation
- During non-emergency times, information regarding emergency plans and actions to be taken by the public, in the form of [public information / education materials, will be provided to the public via newsletters, brochures, publications in telephone directories, Community CATV Local Access and the Community web-site, etc.]

During an emergency, the potential for dissemination of false or misleading information is high. This can lead to operational difficulties for responders and confusion among the public. Misleading information can be produced from several sources. The Community will establish a media monitoring and rumor control section in the designated EOC and staffed by human resources.

Administration, Finance, and Logistics

Finance and Administration

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

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

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

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

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

Records

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

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

Record Retention

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of 50 years from the date of occurrence by Emergency Management Director. In addition, records regarding hazardous materials exposures will be maintained by The Emergency Management Director for a period of 10 years.

Preservation of Records

It is the responsibility of the chief elected official to ensure that public records be protected and preserved in accordance with applicable state and local laws. Storage locations for various vital records are located below:

Location of Town Clerk's Original Records:	Town Clerks Office
Form of Town's Original Records:	Paper
Location of Town Clerk's Duplicate Records:	N/A
Form of Town Clerk's Duplicate Records:	Online
Location of Principal Assessor's Original Records:	Town Hall
Form of Principal Assessor's Original Records:	Paper
Location of Principal Assessor's Duplicate Records:	Vision GPS Server
Form of Principal Assessor's Duplicate Records:	Online
Location of Board of Health's Original Records:	Town Hall
Form of Board of Health's Original Records:	Paper
Location of Board of Health's Duplicate Records:	N/A
Form of Board of Health's Duplicate Records:	Online

Reports

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

Messages

All requests for assistance and all general messages will be handled using the procedures and forms found in the Forms section of this plan.

Local Government Situation Report

WebEOC may also be used to provide this information.

Resource Management

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

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

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

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



Mutual Aid

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

The Town of Hanover is party to the following mutual aid agreements:

POLICE:

Hanover is an active member of the Metropolitan Law Enforcement Council (Metro LEC). 43 law enforcement agencies in the metropolitan Boston area are incorporated for the purpose of providing regional support services to its member Police departments and their communities. The following jurisdictions are members of Metro-LEC:

Abington	Foxborough	Needham	Sudbury
Attleboro	Franklin	Norfolk	Walpole
Avon	Hanover	Norton	Wayland
Bellingham	Hingham	Norwell	Wellesley
Braintree	Holbrook	Norwood	Weston
Canton	Mansfield	Pembroke	Weston
Cohasset	Medfield	Plainville	Westwood
Dedham	Medway	Randolph	Weymouth
Dover	Millis	Rockland	Wrentham
Duxbury	Milton	Sharon	Norfolk County Sheriff's Dept.
Easton	Natick	Stoughton	Plymouth County Sheriff's Dept.

FIRE:

The Hanover Fire Department receives and provides mutual aid through pre-established Running Cards, coordinated by Plymouth County Control. Additionally, Hanover is a part of the Massachusetts Statewide Fire Mobilization – as needed, coordinated by MEMA.

BOARD OF HEALTH:

Hanover is member to Massachusetts Health and Medical Coordinating coalitions (HMCC) Region 4AB. The regions throughout Massachusetts were established to determine planning and support from neighboring communities in the time of a disaster and emergency. The towns listed are fellow members of region 4AB alongside Hanover:

Acton	Canton	Hingham	Medfield	Revere	Watertown
Arlington	Carlisle	Holliston	Millis	Scituate	Wayland
Ashland	Chelsea	Hopkinton	Milton	Sharon	Wellesley
Bedford	Cohasset	Hudson	Natick	Sherborn	Weston
Belmont	Concord	Hull	Needham	Somerville	Westwood
Boxborough	Dedham	Lexington	Newton	Southborough	Weymouth
Braintree	Dover	Lincoln	Norfolk	Stow	Winchester
Brookline	Everett	Littleton	Norwell	Sudbury	Winthrop
Burlington	Framingham	Marlborough	Norwood	Walpole	Woburn
Cambridge	Hanover	Maynard	Quincy	Waltham	

Training and Exercise Program

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

Training Program

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

All Hazards Training

MEMA Provided Training

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

Some examples of training include:

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

Emergency Management Institute Training

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

Hazardous Materials Training

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

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

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

First Responder Awareness Level

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

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

- a. An understanding of what "hazardous materials" is, and the risks associated with them in an incident.
- b. An understanding of the potential outcomes associated with an emergency when hazardous materials are present.
- c. The ability to recognize the presence of hazardous materials in an emergency.

- d. The ability to identify the hazardous materials, if possible.
- e. The understanding of the role of the first responder awareness individual in the employer's emergency response plan including site security and control and the North American Emergency Response Guidebook.
- f. The ability to realize the need for additional resources and to make appropriate notifications to the communication center.

First Responder Operations Level

First Responders at the operations level are individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to contain the release from a safe distance, keep it from spreading, and protect further exposures.

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

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

Hazardous Materials Technician

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

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

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

Incident Command System

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

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

Trainers

Trainers who teach any of the above training subjects shall have satisfactorily completed a training course for teaching the subjects they are expected to teach, such as the courses offered by the U.S. Fire Academy, FEMA Emergency Management Institute, U.S. EPA, Massachusetts Fire Academy or Massachusetts Emergency Management Agency; or they shall have the training and/or academic credentials and instructional experience necessary to demonstrate competent instructional skills and a good command of the subject matter of the courses they are to teach.

Exercise Program

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

Section 303(c)(9) of EPCRA places a requirement on local jurisdictions to establish "methods and schedules for exercising the emergency plan". In establishing training programs and schedules the emergency managers recognize the need for an integrated exercise program that will ensure community response agencies and facilities successfully perform their emergency roles and functions in accordance with the All Hazards

Emergency Plan. An effective exercise program will also strengthen response management, coordination, and operations, plus reveal shortcomings and weaknesses that can be corrected prior to an emergency in order to improve and refine public safety capabilities.

Types of Exercises

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

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

Orientation (Exercise)

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

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

Tabletop Exercise

A *Tabletop Exercise* is primarily a learning exercise that takes place in a meeting room setting. Prepared situations and problems are combined with role-playing to generate discussion of the plan, its procedures, policies, and resources. *Tabletop Exercises* are an excellent method of familiarizing groups and organizations with their roles and demonstrating proper coordination. They are also good environments for reinforcing the logic and content of the plan and integrating new policies into the decision making process, since they allow participants to act out critical steps, recognize difficulties, and resolve problems in a non-threatening environment.

Functional Exercise

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

Full Scale Exercise

The *Full Scale Exercise* evaluates several components of an emergency response and management system simultaneously. It exercises the interactive elements of a community emergency program, similar to the

Functional Exercise, but it is different from the *Functional Exercise* in that it adds a field component. A +detailed scenario and simulation are used to approximate an emergency, which requires on-scene direction and operations, and also includes coordination and policy-making roles at an emergency operations or command center. Direction and control, mobilization of resources, communications and other special functions are commonly exercised.

Progressive Exercise Program

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

The entire hazardous materials emergency response system will then be evaluated by a *Full Scale Exercise*.

Exercise Schedule

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

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

Plan Development and Maintenance

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

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

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

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

Following every exercise or significant real world event, the Incident Commander, in collaboration with the

EMD, and, if appropriate, Chief Elected Official, will ensure that a detailed After Action Report (AAR) and Improvement Plan is prepared. At least annually, this Plan should be updated to incorporate lessons learned and best practices identified through training, exercises, and actual events/incidents.

Additional Support Plans

Site emergency plans – This plan describes an organization’s police and procedures for coping with emergency situation at a specific site.

Point of Distribution plans- This plan details how and where emergency supplies could be distributed to residents in the event of an emergency.

SARA Title III plans – SARA Title III federal legislation mandates that a Local Emergency Planning Committee (LEPC) or Regional Emergency Planning Committee (REPC) develop emergency response plans for specific sites within their jurisdictions which have one or more “extremely hazardous substances” above a given threshold planning quantity. These plans are intended to protect the community in the event of off-site release occurs from such a site.

Continuity of Operations plan (COOP) – This plan describes how a jurisdiction’s governmental operations will continue to function in the event of a disaster or emergency.

Community Animal Response Plan – The purpose of this plan is protect the public health, the public food supply, domesticated and wild animal resources, the environment and the agricultural economy and to ensure the humane care and treatment of animals in case of an emergency or any situation that can cause an animal suffering.

Authorities and References

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

References

1. Federal

The Federal Civil Defense Act of 1950 (PL 81-920)

The Disaster Relief Act of 1974 (PL 93-288)

Emergency Management and Assistance, 44 U.S. Code 2.1

Homeland Security Presidential Directive (HSPD) 5, "Management of Domestic Incidents Public Law-288

National Response Plan (NRP)

National Response Framework (NRF)

CPG-101

National Preparedness Goal

National Incident Management System (NIMS)

Incident Command System (ICS)

Commonwealth of Massachusetts

Massachusetts Civil Defense Act, Chapter 33

Massachusetts Executive Order 144

Executive Order #242, Comprehensive All-hazards Emergency Planning

Executive Order #469, Designation of the NIMS as the State's Incident Management Standard
Statement of Understanding between the State of Massachusetts and the American Red Cross

Massachusetts EOC - Standard Operating Procedures

State EOC Utilization Plan

State Fire Mobilization Plan

MEMA Continuity of Operations (COOP) Plan

Emergency Operations Center Operations Support Annex

Attachment 1: EOC Activation Team Checklist

- Notify all individuals on the EOC roster of the EOC activation using pager system, landline communication system
- Set-up the EOC stations, equipment (computers, television, smart board, projectors, maps, etc.) and the EOC communications
- Install and check all telephones
- Install and check all laptop computers
- Obtain EOC documents to be used during activation
- Establish WebEOC connection with the MEMA
- Establish an EOC personnel ID station (if needed)
- Assign security to EOC entrance and log all EOC access
- Command Staff review of EOC operating procedures
- Emergency Management Director briefs EOC personnel on situation

Each department shall be responsible for further notification and staffing in accordance with their department's Standard Operating Procedures. Staffing levels will be determined by the Emergency Management Director based on the scope and extent of the emergency.

Attachment 2: EOC Operational Capabilities Checklist

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

Standard Operating Procedures

Chief Elected Official SOP - Checklist

The ultimate responsibility for all emergency management activities is vested in the Chief Elected Official. He or she is responsible for all emergency management policies, and during emergency operations will have final responsibility for decision making concerning emergency management actions.

It is the responsibility of the Chief Elected Official to ensure an approved line of succession exists in case some individuals are unable to perform their duties during an emergency. It is ultimately incumbent upon the Chief Elected Official to ensure vital records are maintained.

All required reports and records of emergency operations activities should be submitted to the Chief Elected Official as well as the Emergency Management Director (EMD).

Initial Actions:

- Receive notification of emergency
- Discuss with EMD the need to activate the Emergency Operations Center (EOC)
- Review emergency management plan with EMD
- Maintain situational awareness and determine if there is an imminent threat
- Report to the EOC if activated

EOC Activation:

- Report to the EOC
- Make sure all actions under Initial Actions are complete
- Keep a log of all decisions made and actions taken (consider using EOC Chronological Log)
- Assign Public Information Officer
- Issue initial public information statements if necessary
- Authorize activation of community notifications system(s)
- Identify someone to manage expenditures/finance if needed
- Review the community Continuity of Operations Plan for line of succession guidance

EOC Operations:

- _____ Log all actions taken (EOC Chronological Log)
- _____ Discuss with EMD the need to declare a local state of emergency and declare if needed
- _____ Discuss anticipated resource needs with EMD
- _____ Authorize activation of shelters if needed
- _____ Prepare and coordinate public information releases
- _____ Authorize inspection of all damaged buildings for structural integrity
- _____ Inspect all arterial roads for damage, assess and address repair as needed
- _____ Conduct regularly scheduled briefings for EOC staff (form ICS 201 Incident Briefing)
- _____ Discuss with EMD relocation of EOC if necessary
- _____ Coordinate or delegate actions re: donated resources and volunteer resource activities

EOC Demobilization:

- _____ Authorize re-entry of evacuees
- _____ Arrange temporary housing for evacuees if necessary in coordination with partner agencies
- _____ Coordinate with volunteer agencies involved in disaster relief operations
- _____ Maintain records of personnel, equipment, and supplies use for possible reimbursement
- _____ Apply for state and federal disaster relief funds if appropriate
- _____ Address public health and sanitation issues
- _____ Establish disaster recovery centers if needed
- _____ Address legal and insurance matters

Emergency Management Director SOP – Checklist

The Emergency Management Director (EMD) advises the Chief Elected Official on courses of action available for decision making during the emergency. The EMD acts as the Emergency Operations Center (EOC) manager while the EOC is activated. They oversee those responsible, for the implementation of the plan, and ensure all are well-versed in their roles and responsibilities.

The EMD will periodically brief participating officials on their emergency management roles. The EMD will conduct mock exercises of incidents to provide practical and controlled experience in simulated conditions. He or she will call for an annual review with all involved officials and update the plan from lessons learned.

Initial Actions:

- _____ Receive notification of incident
- _____ Review emergency management plan with CEO
- _____ Assess the situation and make appropriate notifications to activate and staff EOC
- _____ Establish a communications link with affected jurisdictions and volunteer agencies
- _____ Activate the EOC (attachment EOC Activation Team Checklist)
- _____ With the Chief Elected Official determine the need to declare a local state of emergency
- _____ Make sure all actions under Initial Actions are complete
- _____ Keep a log of all decisions made and actions taken (consider using EOC Chronological Log)
- _____ Contact MEMA regional office to notify of EOC activation
- _____ Brief EOC staff on status of emergency (form ICS 201 Incident Briefing)
- _____ Prepare for 24-hour operations if necessary to include –
 - Staffing
 - food/water
 - facility operation

(EOC Activation continued)

___ Determine readiness of communications and back-up communication systems

___ Telephone and radio networks, including cell phones

___ Fire and Police radios

___ 800 MHz systems

___ Phone systems of state agencies

___ Community notification system

EOC Operations:

___ Prepare an Incident Action Plan in conjunction with Incident Commander

___ Maintain situational awareness to determine impact if any

___ Coordinate need for EOC security with Police Department

___ Implement shelter plan in coordination with partner agencies if needed

___ Manage requests from incident scene

___ Have Fire Department/Police form and dispatch search and rescue teams as required

___ Have Fire Department coordinate EMS teams as required

___ Work with Medical Examiner's Officer if necessary

___ Conduct needs assessment; provide assistance to individuals with access & functional needs

___ Determine the condition/capacity of hospitals and other healthcare facilities

___ Acquire status of utilities within the affected area

___ Validate status of critical resources to support operations

___ Periodically solicit reports from EOC staff to maintain Local Government Situation Report

___ Establish traffic control plan with Police Department if needed

___ Coordinate debris removal from main routes with Department of Public Works if necessary

___ Continue to monitor NWS alert system in coordination with MEMA

(EOC Operations continued)

- _____ Identify transportation-related needs and contact transportation support partners if needed
- _____ Review mutual aid agreements
- _____ Submit resource request(s) for any unmet needs to the MEMA regional office
- _____ Coordinate with Police Department for security patrols of impacted area

EOC Demobilization:

- _____ Coordinate with local, state, & federal agencies in damage assessment
- _____ Coordinate with local, state & federal agencies in cost of recovery activities
- _____ Inform the public of disaster recovery activities via community notification system
- _____ Continue to assist in the restoration of normal services and operations
- _____ Close shelters and coordinate re-entry of evacuees with partner agencies
- _____ Coordinate with Department of Public Works to ensure all streets are accessible
- _____ Periodically receive reports from EOC staff regarding situation recovery status
- _____ Coordinate with Police and Department of Public works to establish a traffic control plan
- _____ Maintain records of personnel, equipment, and supplies use for possible reimbursement
- _____ Conduct critical incident stress management activities
- _____ Establish disaster recovery centers for victims in conjunction with MEMA/FEMA if asked
- _____ Coordinate application for state and federal disaster relief funds with CEO, if appropriate
- _____ Lift local state of emergency if declared
- _____ Initiate deactivation of EOC and notify Chief Elected Official and departments –
- _____ Close logs of all actions taken (EOC Chronological Log)
- _____ Contact MEMA regional office to notify of EOC deactivation
- _____ Debrief response personnel and prepare incident report
- _____ Conduct evaluation the overall effectiveness of the community's response & recovery actions

Fire Department Representative SOP - Checklist

The role of the Fire Department in emergency/disaster situations is primarily fire-related incident control and management of any hazardous materials, including radiological. They also may lead search and rescue operations. During emergency response activities, if Fire Department resources become exhausted, additional support will be obtained through local mutual aid and then state agencies. The Fire Chief or his designee is responsible for coordinating all Fire Department operations.

Initial Actions

- ____ Receive notification of emergency
- ____ Review emergency management plan and checklist
- ____ Keep logs of all actions taken by Fire Department during the incident (EOC Chronological Log)
- ____ Maintain situational awareness and how it may pertain to Fire Department operations
- ____ Determine the status of medical treatment site(s) to be used as triage areas
- ____ Determine the status of mass decontamination sites if necessary
- ____ Determine availability of EMS personnel, supplies, and equipment
- ____ Determine availability of search and rescue personnel, supplies and equipment

EOC Operations:

- ____ Coordinate dispatch of EMS teams to the scene(s) as required
- ____ Coordinate dispatch of search and rescue teams to scene(s) as required
- ____ Coordinate evacuation for affected residents
- ____ Coordinate decontamination capabilities within the Fire Department
- ____ Coordinate with Police and Public Works to identify and restrict access to unsafe buildings
- ____ Coordinate the set-up of the decontamination area for emergency responders
- ____ Coordinate emergency power and lighting at the incident site upon request

(EOC Operations continued)

- _____ Coordinate the identification Tier 2 Reports and provide information to IC or EMD
- _____ Identify resource shortfalls and coordinate additional contractor resources
- _____ Coordinate with Fire Department staff to determine if all critical equipment is operational
- _____ Coordinate door-to-door warnings with the Police Department if necessary
- _____ Route resource requests for unmet needs to the EMD
- _____ Periodically update EMD on incident status

EOC Demobilization:

- _____ Support damage assessment activities as needed
- _____ Coordinate clean-up as required
- _____ Coordinate the return of all equipment to quarters or mutual aid partners
- _____ Coordinate the decontamination of firefighters, gear and equipment as needed
- _____ Coordinate inventorying of equipment and assess/identify any operational issues
- _____ Coordinate the release of mutual aid companies as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

Police Department Representative SOP - Checklist

The Police Department's role in an emergency will be an expansion of its normal daily routine. The Police Chief is responsible for coordinating law enforcement emergency activities. If, during emergency operations, local law enforcement capabilities are exceeded, support will be available through existing mutual aid agreements and from state and federal law enforcement agencies. The Police Chief or his designee will integrate and manage outside law enforcement agencies which are brought in for assistance.

The Police Department is generally responsible for all traffic control and security services. In addition, during a large-scale incident, they may be asked to perform additional activities depending on the incident. If the EOC becomes activated, the Police Department will place a representative in the EOC to help coordinate activities with other community resources.

Initial Actions:

- Receive notification of emergency
- Review emergency management plan and checklist
- Keep logs of actions taken by Police Department during the incident (EOC Chronological Log)
- Maintain situational awareness and how it may pertain to Police Department operations

EOC Operations:

- Coordinate availability of emergency response equipment and place on standby
- Coordinate the verification of communications capability within the affected area
- Assign a liaison to Incident Command in the operational area
- Coordinate the request of mutual aid from State Police as required
- Establish security for EOC and other critical facilities and essential supplies if requested
- Establish security for damaged public buildings if needed
- Coordinate confinement and access control areas for security purposes
- Coordinate dedicated access routes to these areas for Incident Response personnel
- Coordinate the investigation of the cause of the incident as appropriate

(EOC Operations continued)

- _____ Coordinate the securing of the scene, rerouting of traffic, and implementing crowd control
- _____ Organize the evacuation of the public and of special facilities if required
- _____ Coordinate road closures
- _____ Coordinate providing back-up communication if needed
- _____ Periodically update EMD on emergency response status
- _____ Coordinate door-to-door warnings with Fire Department
- _____ Route resource requests for unmet needs to the EMD

EOC Demobilization:

- _____ Support damage assessment activities as needed
- _____ Coordinate with state and federal authorities to investigate the incident if needed
- _____ Coordinate restricted access to suspected unsafe structures pending evaluation
- _____ Coordinate reentry of evacuees
- _____ Coordinate the return of all equipment to station or mutual aid partners
- _____ Coordinate inventorying of equipment and assess/identify any operational issues
- _____ Coordinate the release of mutual aid units as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

DPW Representative SOP - Checklist

In emergency situations the Department of Public Works is responsible for deploying available equipment and manpower. In the event that local resources are exhausted assistance may be requested from mutual aid partners or MEMA. The Department of Public Works is responsible for ensuring the community's roads and bridges are in passable condition. During a large-scale incident they may be asked to perform additional activities depending on the incident. If the EMD activates the EOC the Department of Public Works will place a representative in the EOC to help coordinate activities.

Initial Actions:

- _____ Receive notification of emergency
- _____ Review emergency management plan and checklist
- _____ Keep logs of actions taken by the DPW during the incident (EOC Chronological Log)
- _____ Maintain situational awareness and how it may pertain to the DPW operations

EOC Operations:

- _____ Coordinate availability of emergency response equipment and place on standby
- _____ Coordinate the verification of communications capability within the affected area
- _____ Assign a liaison to Incident Command in the operational area
- _____ Coordinate the request of mutual aid from mutual aid partners and contractors as required
- _____ Coordinate providing essential supplies to the operational area if requested
- _____ Ensure dedicated access routes to operational areas are open for Incident Response
- _____ Coordinate assisting the Police Department with traffic control if necessary
- _____ Coordinate assisting with evacuation of public and special facilities if required
- _____ Coordinate road closures if necessary
- _____ Periodically update EMD on emergency response status
- _____ Coordinate door-to-door warnings with other departments if necessary
- _____ Coordinate the rectification of immediate life-threatening hazards

(EOC Operations continued)

- _____ Coordinate with EMD for site decontamination assistance from regional Hazmat Team
- _____ Coordinate identification of and restrict access to structurally unsafe buildings with Police
- _____ Coordinate the clean-up of any hazardous materials that entered water or drainage systems
- _____ Coordinate the clearance and removal of debris as directed
- _____ Support Fire Department in search and rescue operations
- _____ Provide barricades and temporary fencing as requested
- _____ Coordinate emergency repairs to streets and bridges as necessary to support operations
- _____ Coordinate with Fire Department to conduct assessment of damage to structures and utilities
- _____ Provide other public works and engineering support for emergency operations as necessary
- _____ Route resource requests for unmet needs to the EMD

EOC Demobilization:

- _____ Support damage assessment activities as needed
- _____ Coordinate demolition of unsafe structures
- _____ Assist Public Health Services with emergency waste disposal and sanitation, as necessary
- _____ Assist other agencies with recovery operations and damage assessment activities
- _____ Coordinate with utilities to restore services
- _____ Coordinate the return of all equipment to garage or mutual aid partners
- _____ Coordinate inventorying of equipment and assess/identify any operational issues
- _____ Coordinate the release of mutual aid units as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

Critical Infrastructure Spreadsheet to Influence ArcGIS Data

The attached Microsoft Excel Spreadsheets contain listings of all Critical Infrastructure in the

Community. These Spreadsheets not only support this plan and its contents, but are used to populate ArcGIS maps and create visual planning, response and recovery. The Spreadsheets will be updated as new infrastructure is added to the Community's inventory, or as changes to existing infrastructure are made.

The table on the next page shows where various Critical Infrastructure should be added in the Spreadsheet. This will help the organization of the document be consistent, both in this plan and on the mapping products it creates.