

Emergency Management Plan

Part I

1.1 PURPOSE

The Marlborough Comprehensive Emergency Management Plan outlines an emergency management program for planning and response to potential emergency or disaster situations. It assigns responsibilities and functions, which will provide for the safety and welfare of its citizens against the threat of natural, technological, and national security emergencies and disasters. The plan addresses the Mitigation, Preparedness, Response and Recovery aspects of emergency management organizations, programs, protective actions, and specific hazards.

1.2 AUTHORITIES AND REFERENCES

Provision for local emergency powers are found in the Massachusetts General Laws and Other state and federal laws. Specifically:

- Civil Defense Acts of 1950, (PL 81-920) as amended
- Massachusetts Chapter 639 of the Acts of 1950, Chapter 33 as amended (basic Civil Defense/Emergency Management legislation)
- Interstate Civil Defense Compact of 1951 (with abutting states)
- The Disaster Relief Act of 1974, (PL 93-288) as amended by Public
- Law 100-707, The Robert T. Stafford Act of 1988
- PL 99-499, Title III, SARA (Superfund Amendment and Reauthorization Act)
- PL 4, 58th Congress (Red Cross)
- PL 84-99 (Federal Insurance Administration PL 93-234 National Flood Insurance)
- Massachusetts Flood Relief Board Section 4 of General Laws Chapter
- 698 & 699 of Acts of 1955
- General Laws Chapter 131, Section 40 (Wetlands Protection Act)

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

- Executive Order #144 and #34 (Civil Defense/Emergency Management Organization)
- Executive Order #27 (Emergency Command Of Resources)
- Executive Order #221 and #40 (Fire Mobilization)
- Executive Order #46 (Resources Mobilization Planning)
- Executive Order #242, June 28, 1984 (Comprehensive All-Hazard Emergency

Planning)

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

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

1.3 SITUATIONS AND HAZARD ANALYSIS

MARLBOROUGH RISK ANALYSIS SUMMARY

Marlborough officials judge the city to be high risk for blizzards, hurricanes, and other types of severe storms which carry high winds, heavy precipitation and extreme temperatures. The city is also at high risk for the power outages which often accompany these storms. Marlborough's location on Rtes. 495, 290, 85, 20 and 62 puts it at high risk for both hazmat-related and non-hazmat related highway accidents. With two high hazard rated dams, the city is at high risk for dam failure. Like the rest of Massachusetts, Marlborough is at moderate risk for earthquake occurrence and impact. The community rates the potential for hazardous materials accidents at fixed sites as a moderate risk. Based on familiarity with the city's characteristics, local officials judge there to be factors which support a low/moderate risk rating for civil disturbance and terrorism. With up to 10% of the land being low-lying, the risk for flood vulnerability is low/moderate. Marlborough's local airport puts the city at moderately high risk for air crash occurrence. Marlborough's location just south of a portion of western Middlesex County which has experienced some tornado activity in the past supports a low/moderate risk rating for tornado occurrence. Based on past history, local officials assign a low/moderate risk rating for drought/water shortage and water contamination. Marlborough is at low risk for nuclear incident and urban fire.

1.4 ASSUMPTIONS

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

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

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

RESPONSE is the actual provision of emergency resources and services during a disaster.

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

1.5 CONCEPT OF OPERATIONS

It is the responsibility of government to develop comprehensive emergency management in order to protect life and property from the effects of both natural and technological hazards. Local government has the primary responsibility for emergency management activities. In situations where emergency response exceeds the local capability, assistance may be requested from the Massachusetts Emergency Management Agency, (MEMA). Federal assistance may be requested by MEMA to supplement state response, and where resources are inadequate.

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

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

1.6 CONTINUITY OF GOVERNMENT

In an emergency and disaster situation, it is essential that government at all levels, and staff in all departments be maintained. A duly authorized person must be designated to step in and operate the government and other departments when the person in charge is not able to do so. Refer to the *Resource Manual*, Resources/Personnel for line of succession.

1.7 PRESERVATION OF VITAL RECORDS

In order to provide normal government operations following a disaster, vital records must be protected. Refer to *Resource Manual* for vital records information.

1.8 ADMINISTRATION AND LOGISTICS

Other policies and practices concerning the carrying out of the emergency management activities are as follows:

Agreements and Understanding

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

Reports and Records

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

Relief Assistance

All individual relief assistance will be provided in accordance with State and Federal laws. If disaster assistance activities are to be carried out by contract or agreement with private organizations or individuals, preference will be given to the extent feasible and practicable to those organizations and individuals residing or doing business primarily in the areas affected.

Consumer Protection

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

Non-Discrimination

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

Insurance Claims

Commercial insurance companies and adjustment agencies normally handle insurance claims on a routine basis. Complaints should be referred to the Massachusetts Insurance Commissioner.

Duplication of Benefits

No person, business, concern or any other entity will receive assistance with respect to any loss for which he had received financial assistance under any other program or for which he has received insurance or other compensation.

1.9 PLAN DEVELOPMENT AND MAINTENANCE

All departments will be responsible for the development and maintenance of their respective sections of this Plan. This maintenance includes annual reviewing and updating as necessary and by taking into account changes identified by tests, drill, and exercises.

Emergency Management Plan Part II

2.1 EMERGENCY MANAGEMENT RESPONSE ORGANIZATIONS

Part II of this plan sets forth descriptions of the purpose, activities and responsibilities of emergency management organizations, and other organizations which support disaster response. The emergency functions for these organizations will generally parallel, and be an extension and enlargement of, their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions, which do not contribute directly to the emergency operation, may be suspended for the duration of the emergency. Efforts normally required for those functions will be redirected to the accomplishment of emergency tasks by the organization concerned. These organizations are the local emergency management organization, along with overall local government services including, but not necessarily limited to, police, fire, public works, health/medical services, communications networks, radiological protection services, incident command post, area Red Cross and other service and volunteer organizations, school department, town/city planning departments, local assessor, and animal control organization.

Lists, charts, and other information pertinent to, and/or required for, each organization's optimal management of emergency/disaster situations can be found following the sections defining specific department responsibilities, or in the *Resource Manual*.

2.2 DIRECTION AND CONTROL

The Mayor is responsible for actions performed on the behalf of the community, including delivery of emergency response activities by community officials and departments.

The Mayor is required by law to appoint an Emergency Management Director who is responsible for coordinating the emergency management program. The Emergency Management Director is responsible for the proper functioning of the emergency Operations Center, (EOC) and coordination of emergency response by the community.

The Emergency Management Director is also liaison with other communities, State and Federal agencies.

Specific persons and departments are responsible for fulfilling their obligations as present in this Plan. Department heads will retain control over their subordinates and equipment. Each department will have its own standard operating procedures for response operations. In certain emergency situations a department representative may be required to staff the EOC.

During emergency operations, the EOC staff is organized into four primary functional groups:

Executive Group

Composed of the Head of Government and designees. The Executive Group is responsible for major decision making, policy issues, and overall management of emergency operations.

Operations Group

The operations Group consists for the Emergency Management Director and staff, and department representatives assigned to coordinate activities with the EOC.

Communications Group

The Communications Officer coordinates all communications supporting emergency response activities.

Damage Assessment and Assistance Group

Department heads or designees working with the Emergency Management Director are responsible for analysis of disaster-related damage and coordination of damage assessment and assistance programs.

The Primary EOC is: Marlborough Fire Dept, 215 Maple St, Rte. 85

The location and capabilities of the EOC are shown on the following pages.

The Alternate EOC is: Marlborough Police Dept., 355 Bolton St, Rte. 85

The location and capabilities of the EOC are shown on the following pages.

Refer to the *Resource Manual* for forms used at the EOC.

2.3 INCIDENT COMMAND INFORMATION

This plan recognizes the importance of the Incident Command System in managing emergencies. ICS originated in the early 1970's due to coordination issues during a series of major wildfires in California involving multi-agency response. ICS has developed into an all-hazard system for use in emergencies, both natural and man-made. ICS is defined, as a management tool consisting of procedures for organizing personnel, facilities, equipment, and communications at the scene of an emergency. An example of an Incident Command System is shown in Figure 2.0. An expansion of the ICS system for incidents involving multi-agency or jurisdictions is Unified Command.

Figure 2.0

Figure 2.1

**EMERGENCY OPERATIONS CENTER
ORGANIZATIONAL CHART**

Figure 2.2

(P) Primary & (A) Alternate EOC

Figure 2.3

PRIMARY EOC FLOOR PLAN DIAGRAM
Marlborough Fire Dept., 215 Maple St, Rt. 85

Table 2.0

EOC CAPABILITIES CHECKLIST

	PRIMARY EOC	SECONDARY EOC
Is EOC in basement?	No	No
Is there a generator?	Yes	Yes
How many days fuel supply?	30days	30days
Are RADEF kits at EOC?		
If not, where are they stored?	Yes	No
		Station 1+111
Do you have radio communications with:		
Fire Department?	Yes	Yes
Police Department?	Yes	Yes
Ambulance?	Yes	Yes
DPW?	Yes	Yes
MEMA Area Office?	Yes	Yes
Amateur Band Radio?	Yes	Yes
Do you have warning systems?	Yes	Yes
What type? (sirens, bullhorn/loud speaker, door-to-door, cable TV, etc.)		Cable TV, Channel 3
What is the % of coverage?	75%	75%
Are there wall charts in EOC?	Yes	Yes
Do you have a media briefing room?	Yes	Yes
Is there an alternate water supply?	No	No
Is there food stored at EOC?	No	No
Number of days food supply:		
Is there written agreement for provision of food supply?	Yes	Yes
Is there written agreement for medical supplies?	Yes	Yes
Does EOC have a sleeping area?	Yes	Yes
What is the EOC Radiation Protection Factor or PF?	0	0

Table 2.1

FUNCTION ASSIGNMENT TABLE

P = Primary Responsibility S = Secondary Responsibility	Executive Control	Police Service	Fire & Rescue Service	Health & Medical Services	Reception Care Service	Resource Services Services
Communications & Warning	P	S	S			
Public Information	P	S	S			
Manpower Resources	S				S	P
Direction & Control	P	S			S	
Transportation for Autoless	P	S				S
Shelter Allocations	S				P	S
Health / Medical Care			S	P		
Medical Resource Allocations				S		P
Water Supply	S					P
Waste Disposal				S		P
Mortuary Services				P		S
Reception / Registration		S			P	
Fire Suppression		S	P			
Law Enforcement	S	P				
Radiological Monitoring		S	P	S		
Fuel Allocation					S	P
Water Testing				P		S
Resource Conservation	P					S
Damage Assessment	P					S
Equipment Resources	S					P

2.4 HEAD OF GOVERNMENT

The ultimate responsibility for all emergency management is vested in the Mayor. He/she is responsible for all policy level decisions, and during emergency operations will be available to handle non-routine problems. It is advised that the Mayor assemble an executive group of key municipal officials to make major decisions regarding operations during the emergency/disaster.

In the event of an emergency/disaster situation, it is essential that government at all levels be maintained and that there be authorized persons to operate all of these government levels and departments. It is the responsibility of the Mayor to ensure, in the event that any department head is unable to perform his/her duties, that an approved line of succession be activated by which a duly authorized person is put in charge. It is ultimately incumbent upon the Mayor to assure that Marlborough's vital records are maintained.

All required reports and records of emergency operations activities will be submitted to and received by the Mayor as well as other appropriate authorities.

2.5 RESPONSIBILITIES OF HEAD OF GOVERNMENT

Mitigation

- Develops/approves all emergency management-related policies and makes all final decisions concerning Emergency Management Actions.
- Appoints a Public Information Officer.
- Identifies by title or position individual responsible for serving as head of each Emergency Management function.

Preparedness

- Approves all Emergency Management Plans.
- Designates "media center" location.
- Is ultimately responsible for the maintenance of all jurisdictional records. Refer to *Resource Manual* for vital records.

Response

- Assumes responsibility for overall response operations.
- Handles all non-routine problems during an emergency / disaster.
- Is responsible for vital records.
- Authorizes activation of Emergency Alert System (EAS).
- Authorizes issuance of evacuation instructions.

- Issues order to open mass care facilities.

Recovery

- Assumes responsibility for developing/approving all disaster recovery policy.
- Authorizes mitigation strategy for recovery.

2.6 EMERGENCY MANAGEMENT DIRECTOR

The Emergency Management Director (EMD), appointed by the Mayor, has responsibility for coordinating the entire emergency management program including advising the Mayor on courses of action available for decision making. The Emergency Management Director is responsible for the development and maintenance of the *Comprehensive Emergency Management Plan*, and for relating its contents to those who are responsible for its implementation. He/she will do this by briefing appropriate officials concerning their role in emergency management. The Emergency Management Director will coordinate an annual review and revision by all officials involved and activate a test exercise of the *Plan* at least once a year to provide practical, controlled, operations experience to those who have EOC responsibilities.

During emergency situations the demand for services escalates, and decisions must be made to effectively utilize resources. Activation of the Emergency Operations Center (EOC) may be necessary to coordinate response activities. The EMD is responsible for coordinating response actions including operations of the EOC. Refer to map for locations of primary and alternate EOC's. Refer to *Resource Manual* for suggest forms and lists that are useful when organizing the EOC and during operations.

It is advised that the Emergency Management Director assemble an Operations Group for coordinating and carrying out emergency activities which will ensure the smooth running of the EOC. This group should consist of the Emergency Management Director and operations assignees.

Should there be a need during the disaster/emergency period for augmenting operations, a request for state assistance may be made through the Massachusetts Emergency Management Agency.

2.7 RESPONSIBILITIES OF THE EMERGENCY MANAGEMENT DIRECTOR

Mitigation

- Coordinates and carries out all Emergency Management activities in both emergency and non-emergency time periods ensuring smooth running of the department and the EOC.
- Coordinates public emergency education/awareness.
- Develops and maintains the local *Comprehensive Emergency Management Plan*. Refer to the *Resource Manual* for suggested forms and lists to be used in the EOC.

Preparedness

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

Response

- Activates EOC and initiates response procedures and activities.
- Coordinates all EOC activities, and emergency response activities of other agencies, and interfaces with the Incident Command System. The agencies and services coordinated through the EOC include: communications, public information, resource management, radiological monitoring activities. Refer to **Part 3** for protective procedures such as evacuation and shelter, and **Part 5** for hazard specific response actions.

Recovery

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

- De-actives EOC.

2.8 LAW ENFORCEMENT

Law Enforcement activities in an emergency will be an expansion of normal daily responsibilities. The police chief is responsible for coordinating all of these emergency activities. If, during emergency operations, local law enforcement capabilities are exceeded, support will be available through existing mutual aid agreements and from state and federal law enforcement agencies. The police chief or his designee will integrate and manage outside law enforcement agencies, which are brought in for assistance.

2.9 RESPONSIBILITIES OF LAW ENFORCEMENT (POLICE DEPARTMENT)

Mitigation

- Maintains plans for maintaining law and order and traffic and crowd control during disaster/emergency periods.
- Maintains law enforcement resources. Refer to *Resource Manual* for Law Enforcement Inventory.

Preparedness

- Provides training of primary and auxiliary law enforcement personnel.
- Ensures that law enforcement mutual aid agreements are in place.

Response

- Provides law enforcement and maintains law and order during disaster / emergency period.
- Provides traffic control, crowd control, and restricted area control including patrolling evacuated areas. Refer to traffic control points list and traffic control points map.
- Provides security to critical facilities, including Mass Care Shelters. Refer to *Resource Manual* for Critical Facilities Listing.
- Provides warning and notification support which may include mobile warning units.
- May provide back-up communications for shelter operations and other communications support.
- Conducts and/or supports search and rescue operations.

- Issues restricted area passes to appropriate personnel. Refer to ***Resource Manual*** for sample emergency pass. The following vehicles and occupants are exempt from pass requirements: marked utility company vehicles, military and government vehicles, marked town/city and county vehicles, and relief agency vehicles.
- Provides liaison and coordination with other law enforcement groups and mutual aid.
- Provides EOC support.
- Directs and carries out evacuation and relocation of prisoners in jail/lock-up facility. Refer to ***Resource Manual*** for local jail relocation information.
- Coordinates with State Police to provide traffic control on state highways, and additional support to local operations.
- Performs Incident Command duties if appropriate.

Recovery

- Continue response operations until no longer needed.

2.10 FIRE SERVICE

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

2.11 RESPONSIBILITIES OF FIRE SERVICE

Mitigation

- Provides fire code enforcement and fire prevention services including inspection public education.
- Maintains plans for providing resources and services needed during disaster/emergency periods.
- Maintains fire department resources. Refer to ***Resource Manual*** for fire service inventory.

Preparedness

- Provides training of primary and auxiliary fire personnel to utilize to the maximum degree resources during emergency/disaster periods.
- Ensures hazardous materials safeguards are in place. Refer to **Part 5**.
- Maintains readiness of all fire service equipment, supplies, procedures, and mutual aid agreements needed in connection with emergency disaster response activities.

Response

- Provides fire response and control during disaster/emergency period.
- Provides communication and warning/notification support including and warning/notification support including operating fixed and mobile siren units.
- Provides search and rescue operations.
- Provides radiological monitoring and decontamination support.
- Provides hazardous material incident response, control, and operations including biochemical decontamination.
- Provides primary or secondary emergency medical services.
- Provides EOC support.
- Provides fire control in shelters.
- Performs incident command duties if appropriate.

Recovery

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

2.12 DEPARTMENT OF PUBLIC WORKS (DPW)

In an emergency/disaster situation, the local DPW is responsible for deploying appropriate, available equipment and manpower in a prompt and orderly manner. Resources may include equipment accessed through the police, fire, health and school departments as outlined under Resource Management. In the event that local resources become exhausted, assistance may be requested from Massachusetts Emergency Management Agency (MEMA) through its Area office.

2.13 RESPONSIBILITIES OF THE DEPARTMENT OF PUBLIC WORKS

Mitigation

- Maintains plans for provision of equipment and services needed during emergency/disaster period.
- Provides training as needed to DPW and other response personnel for optimal utilization of resources during emergency/disaster periods.
- Maintains DPW resources. Refer to ***Resource Manual*** for DPW inventory.
- Maintains roads, bridges, waterways, water and sewer systems and services
- Maintains flood control systems.
- Provides engineering services and consultation.
- Provides snow and debris removal.

Preparedness

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

Response

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

Recovery

- Provides damage assessment of public buildings, roads, bridges, and other facilities and infrastructure.
- Assesses impact of emergency on available equipment and resources.

- Provides estimates of costs to provide needed recovery resources.
- Coordinate record keeping related to damage assessment and recover resources.
- Provides debris clearance and disposal.
- Coordinates with public health on water testing.
- Provides road, bridge, and other public facility repair.
- Coordinates with utility companies to restore services.

2.14 HEALTH / MEDICAL SERVICES

In most emergency disaster situations there is a potential for public health problems, and a need for medical response. When local health/medical capabilities to meet the demands of an emergency are exhausted, support may be requested from state and federal agencies. The Marlborough's Chairman Board of Health is responsible for direction and control of health/medical services during an emergency/disaster situation.

2.15 REPONSIBILITES OF HEALTH / MEDICAL SERVICES

Mitigation

- Provides continuous health inspection of public facilities.
- Administers immunization programs.
- Administers blood programs.
- Provides training to appropriate personnel in detection, evaluation, and prevention of communicable diseases.
- Maintains plans for administration of health department responsibilities during disaster/emergency periods.
- Provides programs to the public in disease prevention and health education.

Preparedness

- Maintains readiness of medical facilities, supplies, equipment, and personnel for use during disaster/emergency period. Refer to *Resource Manual* for health/medical inventory.
- Provides for protection of food and water supply.
- Consults with representatives of response agencies to discuss coordination of health/medical aspect of response to emergency/disaster.

Response

- Directs the management, distribution, and utilization of health departments and health/medical resources during disaster period. Refer to Evacuation Section of this plan for health/medical facility evacuation information.
- Investigates and corrects sanitation conditions during emergency/disaster periods.
- Coordinate medical treatment support activities of all response organizations providing such services.
- Provides safe waste disposal.
- Provides EOC support.
- Provides for water and food inspection, and laboratory testing during emergency/disaster period.
- Provides pest control.
- Coordinates necessary mortuary services with the Chief Medical Examiner, including operation of temporary morgues, and identification and registration of victims. Refer to *Resource Manual* for mortuary facilities listing.

Recovery

- Continue response activities as needed.
- Compile health/medical assessment data as needed for application for state and federal relief funds.

Table 2.2

HEALTH / MEDICAL FACILITY LISTING

NAME / ADDRESS	TYPE	Average Daily Capacity (# of patients)	DECONTAMINATION CAPABILITY (Yes / No)
1)Marlborough Hospital 157 Union St	Skilled Nursing	168	Yes
2)Westridge Nursing Northboro Rd	Nursing Rest Home	200	No
3)Bolton Manor Nursing Home 400 Bolton St	Nursing Rest Home	210	No
4)Pine Grove Nursing 455 Northboro Rd	Rest Home	20	No
5)Medical Care R120 Northboro Rd	Skilled Nursing	8	No
6)Central Fire Station 215 Maple St	EMT/First R	18	No
7)Pleasant St Fire Station II	EMT/First R	10	No
8)Station III Boston Post Rd East	EMT/First R	6	No
9)			
10)			
11)			
12)			
13)			
14)			

Figure 2.4

HEALTH / MEDICAL FACILITIES MAP

2.16 AMERICAN RED CROSS (ARC)

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

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

2.17 RESPONSIBILITIES OF THE RED CROSS

Mitigation

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

Preparedness

- Participates in developing and testing community disaster plan.
- Develops and tests local ARC disaster response plans. Based on Hazard and Risk Impact Analysis, determine resources necessary for an effective ARC response, including identifying and training personnel for disaster response.
- May designate person(s) to serve as a liaison to various government emergency operations centers and/or command posts.

- Works with government, other voluntary agencies, private agencies, and the business community to identify resources for coordinated disaster response.
- Identifies facilities, which may be required for service delivery to people impacted by disaster caused situations. For safety considerations (including compliance with ARC 4496 “Hurricane Evacuation Shelter Selection Guidelines”), local government will assist ARC with the shelter selection program.

Response

- Opens and operates facilities under ARC auspices, to provide emergency shelter to people impacted by a disaster caused situation.
- Provide emergency mass feeding on a fixed and mobile basis. Feeding will generally take place at ARC service delivery locations and areas heavily impacted by a disaster situation.
- May operate a system of bulk distribution of emergency relief supplies, life sustaining products, to communities impacted by a disaster.
- Provide disaster health services, including mental health, at ARC service delivery locations. If requested and personnel are available, assist government health interventions.
- Recruit and train additional people to assist in ARC relief activities.
- Coordinate relief activities with state ARC, other agencies, businesses, labor and government.
- Provide statistical information on a regular basis to government in keeping with the basic plan.
- After an initial moratorium, handle inquiries from concerned family members through the ARC Disaster Welfare Inquiry system.
- Through the American National Red Cross, provide blood and blood products.

Recovery

- Transitional from emergency shelters to resumption of normal living patterns or longer term care by government agencies. Work with government to aid in the transition to temporary housing/return to normal living conditions.
- Provides individual and family assistance to meet immediate emergency needs. As needed, open ARC Service Center(s) to provide this assistance. Coordinate assistance with government to avoid duplication of benefits.
- May staff local Disaster Recovery Centers, if appropriate.
- Assess relevant long-term services needed by people and communities impacted by a disaster event. Coordinate ARC activities designated to assist in the recovery process.

- Disseminate public information describing available ARC services and provide information and referrals to government and other agencies' disaster relief programs.
- Assist in meeting the emergency needs of clients whose needs are not met through government programs. Participate in any unmet needs committees.

2.18 COMMUNICATIONS AND WARNING

Timely warning to the public is the responsibility of the local emergency management organization in the event of a threatening or occurring disaster or emergency. Proper coordination and operation of such warning system and communications networks will save lives, and minimize property damage.

The primary warning point is located at the Marlborough Fire Department. Upon receipt of notification of an emergency situation, the Emergency Management Director will activate appropriate warning procedures. The list of primary and secondary local warning methods along with telephone and two-way radio listings for local emergency response services are listed in the *Resource Manual*.

In some communities the primary warning point is the National Warning System (NAWAS) station. NAWAS is a nationwide dedicated telephone warning system that operates on the federal, state and local levels. Procedures for use of the NAWAS System are outlined in the NAWAS Operations Manual. NAWAS may be utilized for use in both weapons-related and natural / technological disasters and emergencies.

Current weather information and warnings are received over the National Weather Service (NWS) system weather radio broadcasts and commercial radio stations. NWS also issues severe weather warnings over NAWAS.

The Emergency Alerting System (EAS) provides a means for conveying emergency information to the public utilizing commercial radio and television broadcasting systems. This system may be activated at the local, state, or federal level. Refer to *Resource Manual* for a list of the EAS system serving Marlborough.

During a declared state-of-emergency, various code systems used for brevity will be discontinued and normal speech will be used to ensure comprehension; also, local time will be used during transmissions.

Standard lightning protection, including lightning arrestors and the use of emergency power will be used during radio transmissions in severe weather.

Line-load protection features, which cut off non-vital callers, will be used during emergency/disaster periods to prevent telephone line jamming. The EOC is on the Verizon (or other local) telephone service priority service restoration list.

Requests for needed augmentation of local communications and warning services during an emergency/disaster period may be made to the Massachusetts Emergency Management Agency.

2.19 RESPONSIBILITIES OF COMMUNICATIONS AND WARNING

Mitigation

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

Preparedness

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

Response

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

Recovery

- Continues to support response activities as long as needed.

- Provides notification to public that the emergency/disaster period has passed, and relays information/instructions for safe return to affected areas.

2.20 RESPONSIBILITIES OF OTHER TASKED ORGANIZATIONS

The School Department, the Salvation Army and other Volunteer Organizations, the local Planning Department, the local Comptroller/Treasurer or Tax Assessor, and local Animal Control, as well as other government and private sector organizations assigned emergency response functions are obligated to maintain their own capability to carry out their emergency functions.

2.21 RESPONSIBILITIES OF THE SCHOOL DEPARTMENT

Mitigation

- Maintains plans for protection of students during any disaster/emergency period.

Preparedness

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

Response

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

Recovery

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

2.22 RESPONSIBILITIES OF THE SALVATION ARMY AND OTHER ORGANIZATIONS ACTIVE IN DISASTER (VOAD) GROUPS

Mitigation

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

Preparedness

- Maintains its own resources, personnel, and procedures in readiness for disaster occurrences.
- Trains volunteers for jobs which they will perform during disaster/emergency period.

Response

- Provides feeding and clothing services during disaster/emergency period.
- Provides shelter management support.
- Provides EOC support.
- Provides field canteens.

Recovery

- Assists with cleanup recovery period.

2.23 RESPONSIBILITIES OF PLANNING DEPARTMENT

Mitigation

- Coordinates engineering consultant services for all aspects of emergency management.

Preparedness

- Coordinates planning efforts with local emergency management organization.

Response

- Provides essential databases.
- Provides EOC support.

Recovery

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

2.24 RESPONSIBILITIES OF ASSESSOR

Mitigation

- Maintains jurisdiction financial records.

Preparedness

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

Response

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

Recovery

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

2.25 RESPONSIBILITIES OF THE ANIMAL CONTROL DEPARTMENT

Mitigation

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

Preparedness

- Forms emergency response teams to address activities necessary for the care of animals in an emergency such as evacuation, sheltering, medical treatment, search and rescue, etc.

Response

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

Recovery

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

2.26 RESOURCE MANAGEMENT

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

2.27 RESPONSIBILITIES OF RESOURCE MANAGEMENT

Mitigation

- Plan resource services to be provided in an emergency. Refer to the *Resource Manual* for equipment inventories and other resources such as transportation.
- Coordinate activities through Emergency Management Director.
- Plan for and train adequate personnel for maximum utilization of the resources:
- Law Enforcement
- Fire Services
- Board of Health
- Public Works Department
- School Department
- All other departments

Preparedness

- Identify emergency resources.
- Prepare written agreements with other departments, private companies and volunteer organizations to ensure availability of volunteers and resources.

Response

- Coordinate Resource Management.
- Coordination of resources to disaster victims.
- Identify resource distribution centers.
- Coordinate local efforts with other agencies including volunteer agencies.
- Keep records of services and resources rendered during an emergency.

- All essential consumer goods, such as food and medicine will be warehoused in the following building(s): *Marlborough High School, Bolton St, Marlborough Middle School, Union St*
- Supply necessary fuel for emergency generators and other supply equipment at disaster sites.

Recovery

- Coordinate resource management.
- Assess needs of victims.
- Estimate costs to provide resources.
- Assess impact of the emergency on the available resources and identifiable needs.
- Record resource needs and available supplies.
- Provide support for debris removal.