

STATE OF CONNECTICUT



Local Emergency Management Director & Municipal Official Handbook

Department of Emergency Services and Public Protection
Division of Emergency Management and Homeland Security

Prepared in Collaboration with:

Connecticut Conference of Municipalities
Connecticut Council of Small Towns
Connecticut Emergency Management Association
Connecticut Association of Regional Planning Organizations



April, 2014

Since January of 2011, the State of Connecticut has received five Presidential Major Disaster Declarations for storms ranging from an unprecedented October snowstorm to tropical storms and record blizzards. In addition to these catastrophic natural events, Connecticut communities have endured painful tragedies of national significance as well as local emergencies on a weekly, if not daily, basis. Our communities' resilience is based in large part on the strong collaboration that is critical to Connecticut's integrated and coordinated program of emergency management and homeland security. The keys to this collaboration are the state, local, tribal, federal, and private sector partners who work together tirelessly to enhance prevention, protection, response, recovery and mitigation through planning, training, exercise, and above all, communication.

This handbook is dedicated to that group of individuals, too numerous to name, but which includes the local representatives who served on the working group that created this handbook: Cheryl Assis, Jean Flynn, Michael Muszynski, James O'Leary, and Joseph Sastre.

William P. Shea, Deputy Commissioner

William J. Hackett, State Emergency Management Director

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I. PURPOSE

It is a common axiom of emergency management and response that every incident begins and ends locally. The Chief Executive Officer/Elected Official (CEO) and his/her Emergency Management Director (EMD) are the core of a local Unified Command that may include fire, police, and Emergency Medical Services heads, public health, school superintendent, human resources, public works, and others, depending on the emergency. This Handbook is a guide for emergency management professionals and local municipal officials to use as a reference and to help in understanding the system of emergency management in Connecticut, including established policies and procedures.

We hope that local officials who are new to the concept of emergency management will find this guide provides a helpful foundation, and that both new and experienced officials will find the information compiled here to be useful in emergency planning, training and exercise, response, recovery, and mitigation.

In addition to this Handbook, DEMHS and its partners have also created a short Municipal CEO/EMD Quick Reference Guide for Emergency Management. This guide is included with this Handbook as Appendix N.

With every new event, best practices and lessons learned help to shape emergency management practices. Therefore, the Division of Emergency Management and Homeland Security (DEMHS) encourages you to submit feedback and ideas for updates through your DEMHS regional office.

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II. EMERGENCY MANAGEMENT LEGAL AUTHORITIES

National Response Framework

Local, state, and federal emergency management responsibilities can be found in a number of different forms. At the national level, the United States operates under the [National Response Framework \(NRF\)](#), which outlines how the nation conducts an all-hazards response across agencies and jurisdictions.

Under the NRF, the Municipal Chief Executive Officer (for example, the mayor or city manager depending on the municipal charter) is responsible for ensuring the public safety and welfare of the people of that community. The local Emergency Management Director has the day-to-day authority and responsibility for overseeing emergency management programs and activities. As will be discussed in more detail below, the EMD is the CEO's "go-to" person in emergencies, to assist in overseeing the management of the emergency, rather than participating in the actual response.

State Response Framework

At the state level, the [State Response Framework \(SRF\)](#) outlines roles and responsibilities at the local, state, federal, and private sector levels, as well as providing, among other things, information on plans, resources, and assets available in emergencies. For more discussion on the SRF, see "Preparedness Activities at the State Level," below.

Connecticut Law

Titles [28](#) and [29](#) of the Connecticut General Statutes outline the legal authorities and responsibilities of the Department of Emergency Services and Public Protection (DESPP). Emergency management and homeland security responsibilities reside with the Division of Emergency Management and Homeland Security (DEMHS) within DESPP, as described in Title 28. More information on DEMHS can be found under "Emergency Management Structure at the State and Federal Levels", below.

Title 28 also describes local responsibilities in an emergency, as well as some of the emergency powers of the Governor (See "Emergency Management Structure at the State and Federal Levels", below.) By statute, the duties/powers of a municipal CEO include:

- Appointing the local Emergency Management Director;
- Annual approval of the Local Emergency Operations Plan;
- Declaring a local emergency (See "The Response Phase" for this and the following actions);
- Taking actions necessary to mitigate a major disaster or emergency;
- "Deputizing" help during an emergency;
- Requesting the Governor or DESPP/DEMHS to authorize the temporary use of civil preparedness forces;

- Broad powers under Connecticut General Statutes Title 7.

The local CEO also serves on the Regional Emergency Planning Team as a voting member. See the “Preparedness/Protection Phase”, below.

Local Charter and Ordinances

In addition to municipal duties and powers found in state law, you should also review your local charter and ordinances to determine what emergency provisions may be described in those documents.

Federal Stafford Act

Federal emergency management and disaster assistance is governed in large part by the [Stafford Act](#), which is implemented in Section 44 of the Code of Federal Regulations. The Stafford Act has been amended recently, including by the Post-Katrina Emergency Reform Act, and the Sandy Recovery Improvement Act of 2013. See Recovery and Mitigation Phases, below, for further information on federal programs.

III. INTRODUCTION TO EMERGENCY MANAGEMENT CONCEPTS

National Incident Management System (NIMS) Basics:

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

In many cases, federal funding for emergency management is tied to state and local adherence to the concepts of NIMS through education, planning, training, exercise, and use during actual emergencies.

In June of 2013, Governor Malloy re-enforced the State's commitment to NIMS by issuing [Executive Order No. 34](#), which recognizes NIMS and an integrated ICS as vital to emergency management in Connecticut. Among other things, Executive Order No. 34 orders all state agencies to work with DEMHS to ensure that emergency activities and other plans follow NIMS, and that planning, response, and recovery activities, comply with NIMS.

At the local level, first responder agencies routinely train, exercise and respond using NIMS and the ICS. Many of the introductory courses are available on line at the FEMA Emergency Management Institute at <http://training.fema.gov/IS/crslist.aspx>, and do not take very long to complete. This training can be particularly helpful for those individuals whose day-to-day duties are not in emergency response, so that they can understand their roles in an emergency. All municipal officials, employees, and volunteers with any role in emergency management should, at a minimum, take the following on-line courses:

- ICS 100.b - Introduction to Incident Command System, ICS-100
- ICS 200.b - ICS for Single Resources and Initial Action Incidents
- ICS 700.a - Introduction to the National Incident Management System (NIMS)
- ICS-701 - Introduction to Multi-Agency Coordination
- ICS 800.b - National Response Framework—An Introduction

To gain further knowledge and a more diverse background, municipal officials should also consider taking some or all of the following on-line courses as part of the *Professional Development Series*:

- IS-120.a - An Introduction to Exercises
- IS-230.b - Fundamentals of Emergency Management
- IS-235.b - Emergency Planning
- IS-240.a - Leadership and Influence

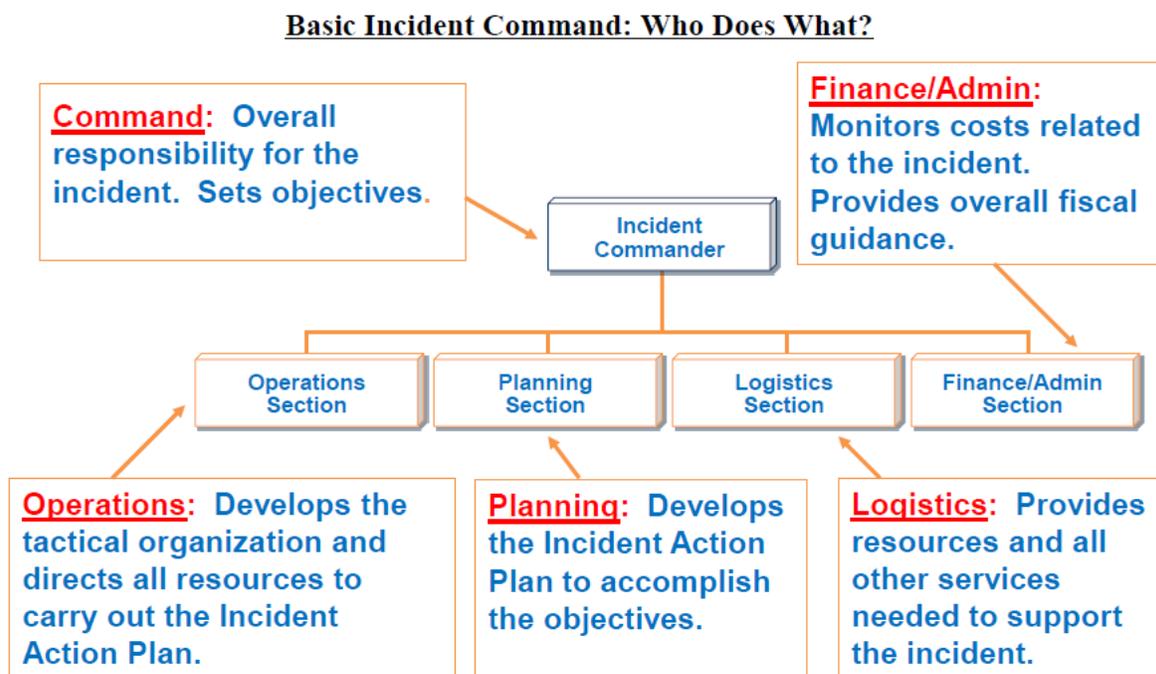
- IS-241.a—Decision Making and Problem Solving
- IS-242.a—Effective Communication
- IS-244.a—Developing and Managing Volunteers

Municipal officials who participate in the Unified Command during larger emergencies should take ICS 300- Intermediate ICS for Expanding Incidents and 400-Advanced ICS Command & General Staff for Complex Incidents classes, which teach participants about the Multi-Agency Coordination (MAC) system. These courses are offered throughout Connecticut annually. Many municipalities that have taken this training report that management of major emergencies is much smoother. The State Emergency Operations Center operates under the MAC system (See “The Response Phase,” below).

The Incident Command System (ICS)

The Incident Command System (ICS) provides a standardized, flexible organizational structure by which an emergency may be managed, whether on scene by the senior fire official, for example, or at the local Emergency Operations Center by the CEO for a larger event. It is important that, in a major incident, the CEO clearly identify who is occupying the role of the Incident Commander.

The following chart provides a brief description of the major sections under ICS:



Sample ICS Forms and the Planning “P” can be found in Appendix M. More information on ICS may be found at the FEMA website <http://www.fema.gov/national-incident-management-system>.

Unified Command and Opening the Local Emergency Operations Center

When an incident occurs in your community that cannot be handled solely on scene, you may need to convene municipal leaders and subject matter experts in order to provide you with situational awareness and to help you make necessary decisions, such as whether to declare a state of emergency or request mutual aid. This group is known under ICS as the municipal Unified Command. The Unified Command allows municipal leaders to jointly provide managerial direction through a common set of incident objectives and strategies. The CEO may convene the Unified Command whenever he/she deems is necessary, including in anticipation of a planned event or potential emergency.

The Unified Command develops an Incident Action Plan, which allows you to determine priority actions that must be taken within a particular operational period, as well as who is responsible for which actions, and how you will all communicate with one another.

It is critical that you have the right people at the table for your Unified Command. For most emergencies, the Unified Command should include at a minimum your EMD, service chiefs (fire, police, EMS), local public health, school superintendent, public works, social services, and perhaps your town attorney and/or a representative(s) from the private sector in your community. If the event is a catastrophic one, representatives from human resources, and your designated long term recovery coordinator should be at the table as early as possible. If you have the ability to plan before the event strikes, as in the case of a potential hurricane, the full Unified Command should be convened to review existing plans and to prepare for potential outcomes.

Another key to coordinated planning and response is the Local Emergency Operations Center (LEOC). Just as the Governor convenes his/her Unified Command at the State EOC (See “Response Phase,” below) you can bring your Unified Command and local leaders together at the LEOC to create a unified plan. Opening the LEOC helps to establish a common operating picture; facilitates operations; improves continuity; provides access to all available information, and; promotes resource identification and assignment.

The Unified Command and the Local Emergency Operations Center can be used to manage both large and small incidents or events, as well as planned (non-emergency) and emergency events. Using these concepts in preparation for a planned event such as a fair or other community function can provide valuable training for a future unplanned emergency.

Emergency Support Functions

Emergency management professionals at the federal, state, and local levels use the concept of Emergency Support Functions (ESFs) to identify subject matter disciplines in order to coordinate emergency planning and response activities, as well as to organize mutual aid. The following is a list of the most common ESF groups:

- ESF 1: Transportation
- ESF 2: Communications
- ESF 3: Public Works
- ESF 4: Fire
- ESF 5: Emergency Management
- ESF 6: Mass Care
- ESF 7: Resource Support/Private-Public Sector/Commodities
- ESF 8: Public Health
- ESF 9: Search and Rescue
- ESF 10: Hazardous Materials Response
- ESF 11: Agricultural and Natural Resources (Also Animal Response)
- ESF 12: Energy
- ESF 13: Law Enforcement/Homeland Security
- ESF 14: Long Term Recovery and Mitigation
- ESF 15: External Affairs

IV. EMERGENCY MANAGEMENT STRUCTURE AT THE STATE AND FEDERAL LEVELS

Division of Emergency Management and Homeland Security:

DEMHS is led by the Deputy Commissioner of the Department of Emergency Services and Public Protection (DESPP) with authority over the state's emergency management and homeland security programs. The State Emergency Management Director oversees the Office of Emergency Management, which includes, but is not limited to: Operations, Training and Exercise; Planning; Recovery; Hazard Mitigation, and; Radiological Emergency Preparedness (REP) (REP information may be found <http://www.ct.gov/demhs/cwp/view.asp?a=1929&q=441512>.) The State Emergency Management Director directs staff and operations regarding emergency management, including coordination with state, federal, local, and private sector entities.

The Deputy Commissioner also has authority over the Office of Counter Terrorism (OCT), which includes the Connecticut Intelligence Center, Critical Infrastructure Unit, and assigned state and local police officers who are members of the FBI Joint Terrorism Task Force, and is overseen by the OCT Director.

For suspicious activities, contact the Connecticut Intelligence Center (CTIC) at:
CT TIPS LINE: 866-HLS TIPS (866-457-8477) or (203-777-6311)

More information may also be found at the DEMHS website:
<http://www.ct.gov/demhs/cwp/view.asp?a=1939&q=400082>.



DEMHS works under the broad authority of Titles 28 and 29 of Connecticut General Statutes. These laws detail the responsibilities of, among others, the Governor, DESPP/DEMHS, and local governments.

DEMHS has the responsibility for “providing a coordinated, integrated program for state-wide emergency management and homeland security.” ([Conn. Gen. Stat. §28-1a\(a\)](#)). This includes “the preparation of a comprehensive plan and program for the civil preparedness of the state and integrate and coordinate that plan and program to the fullest extent possible with the civil preparedness plans of the federal government and of other states.” ([Conn. Gen. Stat. §28-5\(b\)](#)).

“In the event of a serious disaster or of a sudden emergency, when such action is deemed necessary for the protection of the health and safety of the people, and upon the request of the local chief executive authority, the Governor or the Deputy Commissioner [of DEMHS] ...may authorize the temporary use of such civil preparedness forces . . . as s/he deems necessary.” ([Conn. Gen. Stat. §28-7\(f\)](#)).

The Governor's authority under Title 28 includes the authority to:

- Declare a state of emergency ([Conn. Gen. Stat. §28-9\(a\)](#));
- Designate such vehicles and persons as can be permitted to move, and the routes to be followed ([Conn. Gen. Stat. §28-9\(b\)\(2\)](#));
- Control, commit and/or regulate resources (for example, [Conn. Gen. Stat. §§28-7\(f\), 28-11](#));
- Order evacuations ([Conn. Gen. Stat. §28-9\(f\)](#));
- Modify or suspend state statutes, regulations or requirements ([Conn. Gen. Stat. §28-9\(b\)](#));
- Request federal assistance ([Conn. Gen. Stat. §§28-9a, 28-9b, 28-9c](#));
- Manage the removal of debris or wreckage ([Conn. Gen. Stat. §28-9c](#));
- Take such other steps as are reasonably necessary to protect the health, safety and welfare of the people of the state, to prevent or minimize the loss or destruction of property and to minimize the effects of hostile action. ([Conn. Gen. Stat. §28-9\(g\)](#)).

Under Title 28, each town or city must appoint an Emergency Management Director and must annually submit to DEMHS a local emergency operations plan (LEOP) approved by the local emergency management director and the local chief executive officer, which is subsequently approved by the DEMHS Deputy Commissioner. See [Conn. Gen. Stat. §28-7](#), "Selecting the Local Emergency Management Director," and "The Local Emergency Operations Plan."

See also [Conn. Gen. Stat. §28-8a](#) for statutory language regarding the powers of a municipal chief executive officer during an emergency. See "Municipal Emergency Management Powers." In 2007, the legislature also created an intrastate mutual aid system, which allows each municipality within the state to give or receive mutual aid. See [Conn. Gen. Stat. §28-22a](#) and "Town to Town/Regional/Intrastate Mutual Aid System."

Statewide Emergency Management and Homeland Security Advisory Council (DEMHS Advisory Council)

The DESPP/DEMHS Deputy Commissioner chairs the DEMHS Statewide Emergency Management and Homeland Security Advisory Council, which is comprised of representatives from local, state, federal, and private sector partners. The Advisory Council also supports a number of the DEMHS working groups that are designed to coordinate policy and planning using the Emergency Support Function (ESF) system. Examples of these groups/committees include:

- Interoperable Communications Committee (ESF 2)
- Citizen Corps Advisory Council (ESF 5)
- Child Emergency Preparedness Committee (ESF-5)
- Regional Collaboration Committee (ESF-5)
- Long Term Recovery Working Group (ESF-14)

- Medical Reserve Corps (ESF-8)
- Mass Care Working Group (ESF-6)
- Public Health Advisory Committee (ESF-8)
- Resource Support/Private/Public Sector/Commodities (ESF-7)
- Search and Rescue (ESF-10)
- Energy and Utilities Work Group (ESF-12)

For more information on DEMHS, please go to www.ct.gov/demhs.

Training and Exercise

DEMHS has an [Exercise and Training Unit](#) that provides training classes and other related assistance to local governments, state agencies, and the public. DEMHS's training page at the agency's website contains course descriptions, a detailed training calendar, and either online or PDF format enrollment applications. Most emergency management training is offered at no cost to the student and most classes are open to the public. Priority for enrollment is given to local government, state agencies, and certain volunteer group applications received by the announced deadline.

DEMHS Training Unit staff members offer the G-191 Incident Command System/Emergency Operations Center Interface Course. This course can be delivered to one municipality or several municipalities at the same time. The course is designed for 7 hours with short breaks and concludes with a tabletop exercise. Please request this course 2-3 months in advance so that it can be tailored to your communities.

Information and enrollment procedures concerning the wide range of Independent Study and on-campus training courses offered by the national Emergency Management Institute (EMI) can be found at <http://training.fema.gov/EMI/>. On-campus course enrollment applications (FEMA Form 119-25-1) must be sent to the DEMHS Training and Exercise Unit for forwarding to EMI.

Federal Emergency Management Agency (FEMA)

DEMHS is the point of contact with the [Federal Emergency Management Agency \(FEMA\)](#). Connecticut is part of FEMA Region 1, which is made up of the New England States. FEMA, and its umbrella agency, the Department of Homeland Security, assign a number of liaisons to serve Connecticut.

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Region 1 State Police - Troop G 149 Prospect Street Bridgeport, CT 06601 203-696-2640 (phone) 203-334-1560 (fax)	Region 2 Public Safety Hdqtrs. 1111 Country Club Rd Middletown, CT 06457 860-685-8105 (phone) 860-685-8366 (fax)	Region 3 William A. O'Neill Armory 360 Broad Street Hartford, CT 06105 860-529-6893 (phone) 860-257-4621 (fax)	Region 4 State Police - Troop K 15-B Old Hartford Rd Colchester, CT 06415 860-465-5460 (phone) 860-465-5464 (fax)	Region 5 Rowland Gov Center 55 West Main St., 3 rd Fl Waterbury, CT 06702 203-591-3500 (phone) 203-591-3529 (fax)
Region 1 (14)	Region 2 (30)	Region 3 (41)	Region 4 (44)	Region 5 (43)
Bridgeport	Ansonia	Andover	Ashford	Barkhamsted
Darien	Bethany	Avon	Bozrah	Beacon Falls
Easton	Branford	Berlin	Brooklyn	Bethel
Fairfield	Cheshire	Bloomfield	Canterbury	Bethlehem
Greenwich	Chester	Bolton	Chaplin	Bridgewater
Monroe	Clinton	Bristol	Colchester	Brookfield
New Canaan	Deep River	Burlington	Columbia	Canaan
Norwalk	Derby	Canton	Coventry	Colebrook
Stamford	Durham	Cromwell	East Lyme	Cornwall
Stratford	East Haven	East Granby	Eastford	Danbury
Trumbull	Essex	East Haddam	Franklin	Goshen
Weston	Guilford	East Hampton	Griswold	Hartland
Westport	Haddam	East Hartford	Groton City	Harwinton
Wilton	Hamden	East Windsor	Groton Town	Kent
	Killingworth	Ellington	Hampton	Litchfield
	Madison	Enfield	Killingly	Middlebury
	Meriden	Farmington	Lebanon	Morris
	Middlefield	Glastonbury	Ledyard	Naugatuck
	Milford	Granby	Lisbon	New Fairfield
	New Haven	Hartford	Lyme	New Hartford
	North Branford	Hebron	Mansfield	New Milford
	North Haven	Manchester	Mashantucket Pequot	Newtown
	Old Saybrook	Marlborough	Mohegan Tribal Nation	Norfolk
	Orange	Middletown	Montville	North Canaan
	Seymour	New Britain	New London	Oxford
	Shelton	Newington	North Stonington	Plymouth
	Wallingford	Plainville	Norwich	Prospect
	West Haven	Portland	Old Lyme	Redding
	Westbrook	Rocky Hill	Plainfield	Ridgefield
	Woodbridge	Simsbury	Pomfret	Roxbury
		Somers	Preston	Salisbury
		South Windsor	Putnam	Sharon
		Southington	Salem	Sherman
		Stafford	Scotland	Southbury
		Suffield	Sprague	Thomaston
		Tolland	Sterling	Torrington
		Vernon	Stonington	Warren
		West Hartford	Thompson	Washington
		Wethersfield	Union	Waterbury
		Windsor	Voluntown	Watertown
		Windsor Locks	Waterford	Winchester
			Willington	Wolcott
			Windham	Woodbury
			Woodstock	

VI. THE PHASES OF EMERGENCY MANAGEMENT

This Handbook reviews emergency management activities under the following four phases:

- Preparedness/Protection
- Response
- Recovery
- Mitigation

See also [Presidential Policy Directive 8 \(PPD-8\)](#), describing the current national preparedness system.

Sometimes **Planning** and **Prevention** are also added as phases of emergency management. Planning occurs in connection with every phase, however, and while prevention is a critical piece of community preparedness, it is not the subject of this Handbook.

Checklists for the Four Phases of Emergency Management

In a collaborative effort by the DEMHS Regional Coordinators, four checklists (Preparedness, Response, Recovery, and Mitigation) have been developed for use by a local Emergency Management Director during an event. The checklists not only provide a guide to actions during a particular phase of an emergency, they also provide an overview of what a local emergency management program should address. The checklists are considered valuable guides before, during and after disasters.

See the following appendices:

[Appendix G. Preparedness Checklist](#)

[Appendix H. Response Checklist](#)

[Appendix I. Recovery Checklist](#)

[Appendix J. Mitigation Checklist](#)

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VII. THE PREPAREDNESS/PROTECTION PHASE

Key Players/Resources

Selecting the Local Emergency Management Director

As described above, the Local Emergency Management Director is a critical asset to the municipal Chief Executive Officer (CEO), performing “peace time” planning, training and exercise activities, representing the community at local, regional, and state events, operating as the key link to the DEMHS Regional Office, and assisting the CEO in times of emergency.

Under the National Response Framework (see “Emergency Management Legal Authorities” above), the local EMD has the day-to-day authority for overseeing emergency management programs and activities for the municipality. The local EMD does at the local level what DEMHS does at the state level. The local EMD reviews and approves the annual Local Emergency Operations Plan (see below), and serves on the CEO’s Unified Command. See “Unified Command and Opening the Local Emergency Operations Center”, above.

Among the other duties of the local Emergency Management Director in Connecticut is the administration of the statutory “**LOYALTY OATH**” (See Appendix F) to local volunteer civil preparedness force members such as the local [Community Emergency Response Team](#) (CERT) members. The CERT Team Standard Operating Procedures and activation forms are also available on the DEMHS website at www.ct.gov/demhs.

The local EMD is also responsible for recommending activation of volunteers. [Connecticut General Statutes Section 28-7\(h\)](#). It is critical that the local EMD or other authorized local official ensure that volunteers are properly trained for all potential activities, since the EMD provides a certification at the time of activation.

Volunteer and non-governmental organizations are key resources for the municipal CEO and EMD. See Appendices B, C, D, and E for summaries of just a few such resources: Red Cross; United Way 2-1-1; CT Volunteer Organizations Active in Disaster (CTVOAD), and; Connecticut Emergency Management Association (CEMA).

The local EMD works closely with municipal, state, and private sector partners to ensure that the municipality, including staff, volunteers, and the public, have the opportunity to participate in training and exercises throughout the year, in order to increase preparedness and resiliency. See “Emergency Management Structures at the State and Federal Levels – Training and Exercise”, above, for information on the DEMHS Training and Exercise Unit.

As part of the Governor Malloy's Emergency Planning and Preparedness Initiative (EPPI), DEMHS runs a statewide exercise each year, providing municipal, state, private sector, and federal partners with an excellent opportunity to convene their Unified Commands and review and exercise their plans and procedures.

The Local Emergency Operations Plan and Annexes

As mentioned above, another statutory duty of both the municipal CEO and the local EMD is to review and approve annually the Local Emergency Operations Plan (LEOP) and its annexes. See [Connecticut General Statutes Section 28-7\(a\)](#). Under this statute, state or federal funding under Title 28 is contingent on approval of the LEOP.

It is important that the LEOP accurately reflects the municipality's capabilities, and provides up-to-date contact information of those with roles and responsibilities before, during and after an emergency. The best plan is one that is prepared with input from the many municipal emergency management partners including the EMD, CEO, public health director, public works director, human services, Red Cross, school district, fire, police, and emergency medical services, among others.

LEOPs may include the following topics, within the body of the document, or in an annex:

- Direction and Control
- Resource Management
- Communications
- Radiological Protection
- Warning
- Situation Reporting
- Emergency Public Information
- Damage Assessment
- Evacuation
- Hazardous Materials
- Shelter/Mass Care/ Pets
- Health & Medical
- Terrorism/Bio-terrorism
- School Emergency
- Law Enforcement
- Public Works
- Fire Service
- Livestock
- Community Emergency Response Teams
- Functional Needs

LEOP annexes include:

- Mass Care, describing the way in which the municipality will address sheltering and feeding needs in an emergency; (click on the links below)
 - [Mass Care Standards Guidelines](#)
 - [Summary Tool](#)
- Energy and Utilities, providing basic contact information and communications flow;
 - [Local Emergency Support Function #12 – Energy](#)
- School Security and Safety. Under Public Act 13-3, Section 87, starting in July of 2014, each school district must submit a school security and safety plan for each school in the district. These plans are an annex to the LEOP.

Templates for the Mass Care and Energy and Utilities Annexes can also be found at www.ct.gov/demhs. Just click on the right-hand column, at “Information and Materials Related to THE GOVERNOR’S STATEWIDE HURRICANE EXERCISE HELD JULY 28-31, 2012.”

The LEOP should be available at the local EOC, used as needed and reviewed regularly, including for the annual statewide exercise. The LEOP will also be available at the DEMHS Regional Office.

Regional Emergency Planning Teams (REPT)

Each DEMHS Region convenes a Regional Emergency Planning Team (REPT). The REPT operates under bylaws that provide each municipal CEO within the DEMHS Region with a vote. Copies of the bylaws can be obtained from the DEMHS Regional Office. The REPT also includes other local, state, and private sector representatives from each of the emergency management disciplines. The REPT makes recommendations on how the region should best allocate its emergency management and homeland security federal grant dollars. The REPT also performs key emergency planning functions, including the establishment and implementation of the Regional Emergency Support Plan (RESP), as well as other forms of mutual aid. The REPT meets on a quarterly basis. Most REPTs also have an REPT Steering Committee that meets more frequently to discuss strategic and operational planning.

REPTs have also established Regional Emergency Support Functions (RESFs) that work on issues related to particular emergency management area such as transportation, communications, public works, fire, mass care, public health, search and rescue, etc... See “Emergency Management Structure at the State and Federal Levels”, above, for common Emergency Support Functions.

This network provides easy, direct access to all available municipal, regional, State, Federal, and non- governmental resources when determined necessary by the local incident commander, a chief elected official/executive officer (CEO), or, in a declared

state civil preparedness emergency (may be commonly referred to as a disaster declaration), by the Governor.

Active and engaged participation in the REPT, its Steering Committee, and its RESFs ensure that a municipality has a voice in the emergency management planning and funding decisions made by the Region.

Regional Emergency Support Plans (RESP)

The creation of Regional Emergency Support Plans (RESP) is the result of six years of collaborative effort by the Division of Emergency Management (DEMHS) and local officials. The goal of this effort has been to provide Connecticut residents with the best possible emergency response during times of crisis, whether man-made or natural. The Plans have been adopted unanimously by CEOs and municipal officials in each of the five Emergency Management Regions and the State of Connecticut. Basic knowledge of this Plan is an essential, valuable tool for every municipal CEO. More information on activation of the RESP is located below “The Response Phase – Activation of the Regional Emergency Support Plan”.

Continuity of Operations/Government and Succession Planning

Continuity of operations helps ensure that essential functions continue during an emergency and its immediate aftermath. Essential functions include public safety, business services (payroll and purchasing), communication, computer and systems support, facilities maintenance, safety and security.

The municipal planning team should consider the following:

- Who will assume leadership roles if current leaders are not able to perform their duties?
- What provisions does the municipal charter or other legal authority have for succession?
- What are the priorities for re-establishing essential functions?
- How can municipal leaders ensure that the public will receive essential services during a prolonged incident?

For more information on Continuity of Operations Planning, you may wish to review the following power point from FEMA, [Continuity of Operations \(COOP\) Awareness Training](#), or take the following FEMA course:

www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-546.a

Preparedness Activities at the State Level/State Response Framework

Many state agencies, including DEMHS, are engaged in emergency preparedness activities, including planning, training, and exercises. (See, for example, discussion of DEMHS Training and Exercise Unit, above.) The **State Response Framework (SRF)** describes the interaction of state government with local, federal and tribal governments, nongovernmental response organizations and other private sector partners, the media, and the public in implementing emergency response and recovery functions in times of crisis. In general, the Framework describes how the State of Connecticut and its partners will work together to support local governments and their residents in responding to disasters and emergencies. Appendices to the SRF include “Appendix A: Connecticut State Plans, Resources and Initiatives”; “Appendix B: Pre-Activation Framework”; and “Appendix C: the Governor’s State Emergency Operations Center Standard Operating Procedures”.

State Response Framework Concepts describes the general emergency operations concepts that normally apply in all disasters and emergencies requiring a state level response are described. The SRF outlines the general responsibilities of the various emergency management partners at the local, state, and federal government level, as well as the private sector.

Appendix A, Connecticut State Plans and Resources, lists the many plans, agreements, and resources available within the State of Connecticut in times of crisis. This section provides a menu of options for emergency planners and decision makers to consider in managing an emergency that has risen to the level of state involvement as well as for local emergency managers who may consider using many of these resources for a local incident (for example, volunteer teams, town-to-town intrastate mutual aid). These plans include the Radiological Emergency Response Plan, the Public Health Emergency Response Plan, and the State Fire Plan among many others.

Appendix B is the Pre-Activation Framework. Under Title 28, Chapter 517 of the Connecticut General Statutes, the Connecticut Department of Emergency Services and Public Protection (DESPP), Division of Emergency Management and Homeland Security (DEMHS), is responsible for emergency management and homeland security for the state. This framework document outlines pre-activation steps and articulates communications and coordination procedures between DESPP/DEMHS internal and external partners for a potential emergency. These activities are dependent upon the current situation status and may be scaled up or down at the discretion of the DESPP Commissioner, DESPP Deputy Commissioner for DEMHS, and the State Emergency Management Director.

Appendix C of the Framework contains the Standard Operating Procedures (SOPs) for the Governor’s State Emergency Operations Center (SEOC). These SEOC SOPs provide the “operating instructions” for the Division of Emergency Management and Homeland Security (DEMHS) in management of the SEOC, including a description of the general roles and responsibilities of DEMHS personnel and others staffing the SEOC in response to any emergency.

Appendix D of the Framework contains the ESF 12 All Hazards Energy and Utility Annex, including the Make Safe Protocol, in order to facilitate the clearing of blocked roads and restoration of utilities in the aftermath of a major event.

The **Radiological Emergency Preparedness (REP)** Annex contains the State of Connecticut's Radiological Emergency Preparedness Plan (RERP). Connecticut's REP program and plan is based on planning standards and evaluation criteria from federal regulations and guidelines (NUREG 0654/FEMA REP-1). It describes the responsibilities and capabilities of Connecticut's licensees, local and state government and private organizations in a radiological emergency. Nuclear licensees in CT (currently Dominion/Millstone and Connecticut Yankee ISFSI), contribute to a Nuclear Safety Emergency Fund which supports the maintenance of the RERP and equipment and supplies to support an emergency response at the local and state levels. The RERP details alert and notification systems, emergency responder equipment, a potassium iodide program, training, drills, exercises, public information and education. It is important to note that the plan also includes details on Connecticut's response to a radiological release from Indian Point in Buchanan, NY. DEMHS is responsible for the maintenance, training and exercising of these plans, and the Department of Energy and Environmental Protection; Radiation Division is responsible for participating in the development of the plans monitoring the nuclear power station, and maintaining the trained personnel and equipment to be able to measure environmental impacts and dose rates of any radiological release in order to protect the health and safety of the public.

The State Response Framework may be viewed in its entirety at:

www.ct.gov/demhs/lib/demhs/ct_srf_aug_2011.pdf.

A review and revision of the SRF is taking place in 2014.

Governor's Emergency Planning and Preparedness Initiative (EPPI)

In the wake of Tropical Storm and the October Nor'easter in 2011, Governor Dannel P. Malloy directed State Emergency Management Director Bill Hackett of DEMHS to implement a comprehensive emergency planning and preparedness initiative (EPPI), including the creation of an all-hazards Energy and Utilities Annex to the State Response Framework, increased communications with utilities, and the institution of an annual statewide emergency preparedness exercise. State and municipal leaders supported these initiatives, which greatly enhanced the state's ability to respond to and recover from subsequent storms such as Super Storm Sandy and the February 2013 record-breaking blizzard.

The EPPI includes the establishment of working groups to address policy issues ranging from mass care to resource support. State, local, and private sector representatives serve on these groups, providing valuable insight. In times of

emergency, task forces may be convened at the State EOC. These task forces are mission-centric groups, activated to address specific subject matter issues as they arise during an emergency.

DESPP/DEMHS Grants and Planning/Community Preparedness

Municipalities participate in a number of federal grants programs that focus on emergency management and/or homeland security. As discussed above, the Regional Emergency Planning Teams convene to consider how best to spend federal Homeland Security Grant Program funds at the local level. In addition, municipalities are eligible under the federal Emergency Management Program Grant for funds to support their emergency management programs.

The DEMHS Regional Collaboration Subcommittee, made up of municipal, state, and private sector members, meets regularly to address planning and grants policy issues related to the DEMHS Regions.

Emergency management/homeland security grants that may be available to eligible communities include the following:

The Homeland Security Grant Program

HSGP supports the implementation of state Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events. For Connecticut, the local shares of HSGP funds are sub granted to a fiduciary in each of the five DEMHS regions to support the sustainment of regional programs and projects.

The activities and costs of the following programs are allowable under FFY 2012 and FFY 2013 HSGP:

- **Buffer Zone Protection Program (BZPP)**

This program provides funding for the equipment, management, and administration to protect, secure, and reduce the vulnerabilities of identified critical infrastructure and key resource (CI/KR) sites.

- **Interoperable Emergency Communications Grant Program (IECGP)**

This program is intended to improve local, tribal, regional, statewide, and national interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism, and other man-made disasters.

- Citizen Corps Program (CCP)

This program brings community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response and recovery. This program includes funding for volunteer Community Emergency Response Teams (CERTs) across the state.

- Drivers License Security Grant Program (DLSGP)

This program provides funding to state driver licensing authorities (i.e. motor vehicle agencies) to prevent terrorism, reduce fraud and improve the reliability and accuracy of personal identification documents that states and territories issue.

- Metropolitan Medical Response System (MMRS)

The MMRS program supports the integration of local emergency management, health and medical systems into a coordinated and sustained local response capability to a mass casualty incident.

Emergency Management Performance Grant

This federal funding directly supports the emergency management community. This critical assistance sustains and enhances state and local emergency management capabilities. Emergency Management Performance Grants (EMPG) Program provides funding to assist state and local governments in enhancing and sustaining their all hazards emergency management capabilities. In Connecticut, 119 municipalities currently participate in the EMPG program. Municipalities can utilize their EMPG subgrants to support emergency management staff positions and municipal Emergency Operations Center (EOC) operations. DEMHS staff members work very closely with municipalities to assist in the implementation of this program.

Transit Security Grant Program

Connecticut receives funding as part of a cooperative effort with New York and New Jersey. This program provides funding for security and preparedness enhancements for designated transit systems.

Port Security Grant Program

The Port Security Grant Program supports maritime transportation infrastructure security activities. The vast majority of U.S. maritime critical infrastructure is owned and/or operated by State, local, and private sector maritime industry partners. PSGP funds available to these entities are intended to improve port-wide maritime security risk management; enhance maritime domain awareness; support maritime security training and exercises; and to maintain or reestablish maritime security mitigation protocols that support port recovery and resiliency capabilities. Ports are designated by risk into Group 1 (high risk) or Group 2 eligibility groups.

Disaster Funding

For more information on these programs, please see the following Recovery and Mitigation sections.

Public Assistance (FEMA)

Individual Assistance (FEMA)

Small Business Administration

Hazard Mitigation Grant Program (FEMA)

Disaster Community Development Block Grants

Disaster Social Service Block Grants

For additional grants information, please click:

www.ct.gov/demhs/cwp/view.asp?a=1910&q=436940

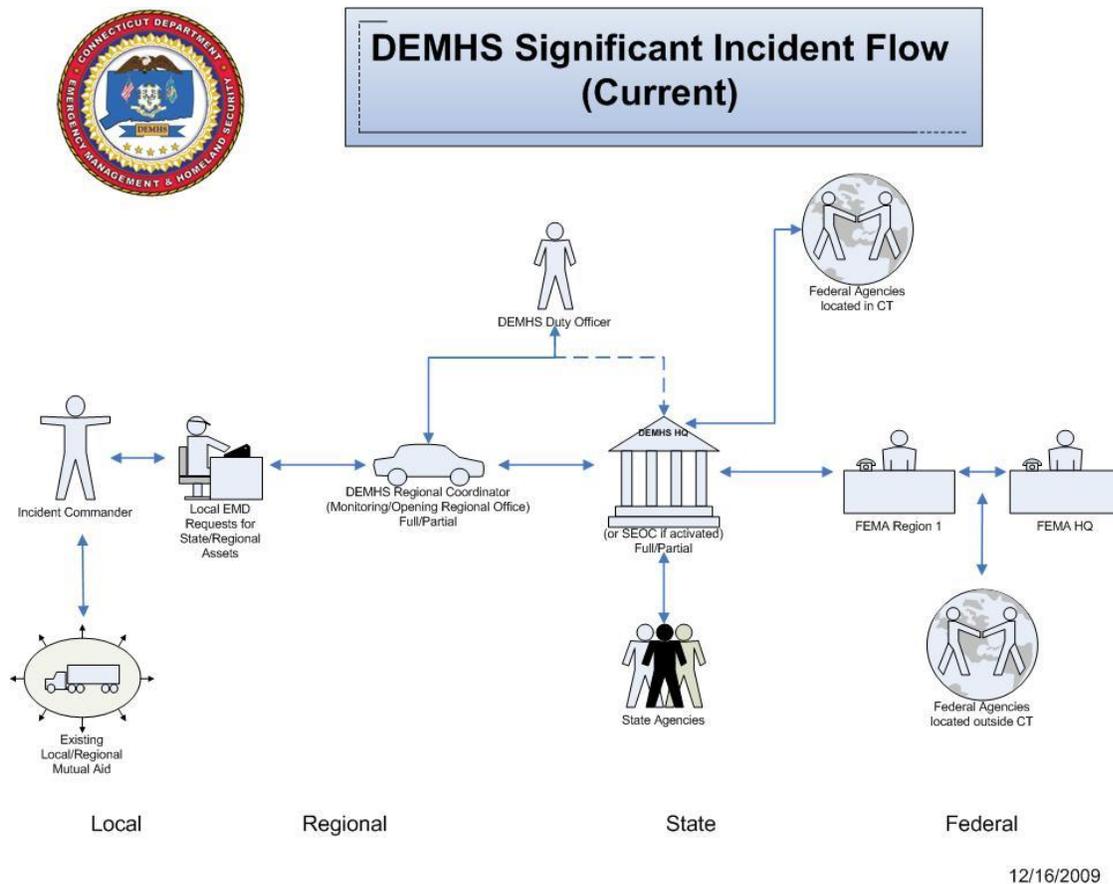
Flood Mitigation Assistance

For more information on these programs, please see the following Recovery and Mitigation sections.

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VIII. THE RESPONSE PHASE

The following chart shows the flow of an incident in Connecticut, starting with the local incident commander, and ending, if necessary, with a request for federal aid:



Municipal Emergency Powers under Title 28

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

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

Under Conn. Gen. Stat. [§28-7\(f\)](#), in the event of a serious disaster or of a sudden emergency, when such action is deemed necessary for the protection of the health and

safety of the people, and upon request of the local chief executive authority, the Governor or the Commissioner of DEMHS may authorize the temporary use of such civil preparedness forces, including civil preparedness auxiliary police and firefighters, as the Governor or Commissioner deems necessary.

All local CEOs and EMDs should obtain a copy of the Connecticut General Statutes, as amended, and refer to it for further reference. In particular, local officials should review Connecticut General Statutes [§§ 28-7](#) and [28-8a](#).

Declaring a Local Emergency

Under Conn. Gen. Stat. [§28-22a](#), “in the event of a serious disaster affecting any political subdivision of the state, the chief executive officer of that political subdivision may declare a local civil preparedness emergency.” Once a local emergency has been declared, the affected jurisdiction is authorized to request aid and assistance from any other municipality within the state under the intrastate mutual aid system described in the Act. A municipal CEO may declare an emergency in anticipation of an event, in order to expedite and support the planning and preparation process.

When declaring a local emergency, immediately advise the DEMHS Regional Office, who will then notify the State Emergency Operations Center. The municipal charter or ordinances may contain additional information on the powers of the CEO or other municipal official in an emergency.

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

Convening the Unified Command and Opening the Local Emergency Operations Center

Your Unified Command represents your best tool for managing any emergency or large scale event. It will bring together local subject matter experts to help make decision making easier and well-coordinated. The Unified Command allows municipal leaders to jointly provide managerial direction through a common set of incident objectives and strategies. It is important to make sure you have the right people at the table for the incident, including your EMD, Fire, Police, EMS, Public Health, Public Works, Red Cross, CERT Coordinator, School Superintendent, Social Services, Human Resources, utilities, and anyone else who is involved in public safety for the event in question.

Opening your local Emergency Operations Center (LEOC) has a number of benefits. Once you open your EOC, you can request a utility representative to staff the EOC, providing enhanced communications re power status and restoration. The EOC helps to establish a common operating picture, facilitates long-term operations, provides ready access to available information, promotes resource identification and assignment, and brings the Unified Command and other local leaders together to create a unified plan and stronger problem solving.

It is important to create a unified Incident Action Plan (IAP) for a particular operational period (depending on the status of the crisis, this could be anywhere from a number of hours to a number of days). The IAP answers the questions: What do we want to do? Who is responsible for doing what? How do we communicate with one another?

Interfacing with Utilities

Maintaining a good working relationship with utilities is a key activity before, during, and after an emergency. Working with a group of local, state, and utility representatives, DEMHS created a [local ESF- 12 Energy and Utilities Annex to the Local Emergency Operations](#) and an [ESF-12 Annex to the State Response Framework](#). The state annex includes a Make Safe Protocol, designed to coordinate road clearing among state, local, and utilities partners in order to speed up the restoration process. The Make Safe Protocol begins on p.33 of the ESF-12 Annex to the State Response Framework, which is linked above.

Local Mutual Aid Resources

Under the Connecticut Intra-state Mutual Aid System, codified in Connecticut General Statutes [§28-22a](#), any city/town in Connecticut can provide any municipal asset to any other city/town, even if they do not have an existing written mutual aid agreement. The system does not affect any existing agreements, and is not limited in its effect to traditional mutual aid assets such as police and fire, but instead can be used to provide, for example, public works or other municipal assets to assist in an emergency response or recovery effort.

Activation of Volunteer Civil Preparedness Force Members/CERT



There are a number of volunteer civil preparedness groups that help municipalities during emergencies. Over 6000 Connecticut residents have been trained as Community Emergency Response Team (CERT) volunteers in communities across the state. CERT teams are established under the auspices of a local official such as the fire chief or local emergency management director. If a properly trained CERT Team is activated by DEMHS in accordance with the Standard Operating Procedures which can be found www.ct.gov/demhs/cwp/view.asp?a=4490&q=524188, team members can receive liability and workers compensation protection from the State. In order to receive these protections, a volunteer civil preparedness force member must take a statutory loyalty oath. See Appendix E.

Also, under Connecticut General Statutes Section [28-8a](#), a municipal CEO or his/her designee may request a person who is not a civil preparedness force member to render aid in any major disaster or emergency, and the person will receive certain workers compensation and liability protections, provided that s/he registers with the municipality as soon as practicable.

Activation of the Regional Emergency Support Plan (RESP)

NOTE FROM COST AND CCM: The Connecticut General Statutes explicitly assign responsibility for the welfare and protection of residents squarely on the shoulders of the First Selectman, Mayor, or Chief Executive Officer. Recognizing this, the Council of Small Towns (COST) and the Connecticut Conference of Municipalities (CCM) support maintaining and enhancing the Regional Emergency Support Plans (RESPs) that exist in each DEMHS Region. COST and CCM urge each responsible official to nurture, train, exercise, and use the Support Plan capability whenever possible in order to ensure these capabilities are fully understood and utilized by state and local officials during an emergency.

The RESP is the mechanism agreed to by the State and Local governments to provide the best possible timely response for our townspeople. It is imperative that local officials understand, train and frequently exercise their RESP.

The RESP lays out an overarching emergency support structure. This structure conforms to and is aligned with the National Incident Management System (NIMS) and the Incident Command System (ICS). A local CEO or incident commander (IC) may activate an RESP when he or she determines more assistance is needed than usual mutual aid may provide. In this situation, the following process may be followed:

1. The IC informs the appropriate notification point to activate the RESP.
2. The notification point alerts the Regional Duty Officer and the DEMHS Regional Coordinator who contacts the IC to ascertain what support is needed. [Some DEMHS Regions have established a Regional Duty Officer system, while others have not. In any case, once the RESP is activated, the DEMHS Regional Coordinator must be notified.]
3. The Regional Duty Officer or the DEMHS Regional Coordinator then contacts the appropriate RESF Committee Chairs and tells them the IC's needs. The Regional Duty Officer may also activate a Regional Coordination Center if one exists. [Some DEMHS Regions have established a Regional Coordination Center, while others have not.]
4. The RESF Chairs may call upon municipal, regional, or private resources as requested by Incident Command.
5. The Regional Duty Officer also contacts the DEMHS Regional Coordinator and requests any needed State resources.
6. All requests should be generated through the local Incident Command System. Requests flow to the RESF committee at the Regional Coordination Center. As an additional benefit, RESF staff at the Regional Coordination Center may engage in planning to anticipate future local needs as the local situation evolves and future impacts to the region are identified. This planning takes place in collaboration with the local Emergency Operations Center.

The RESP is “municipal based”, meaning the plan relies primarily on municipal-decision making and utilizing available municipal and regional resources. In any situation, local officials decide which of their resources are available. The Plan is synchronized with the four other DEMHS regions, so if sufficient resources are not available within one Region’s towns, neighboring regions may be contacted through their similar RESF support capability. All towns have pledged to respond similar to fire departments responding across town lines today. The RESP provides for integration of State and Federal support resources through the Regional Coordinator and DEMHS.

Other sub-regional plans, existing local plans, and existing “County” plans may be incorporated as annexes within the Appendix to the RESP. These existing plans give added strength and support to the RESF structure. The Plan does not usurp local Incident Command or operational aspects of existing plans. Like traditional mutual aid, the RESP is another support tool for the local CEO and IC and does not interfere with local management of an emergency.

Contact your DEMHS Regional Coordinator for copies of your RESP.

Using the Emergency Notification System

CT-Alert is Connecticut’s statewide emergency notification system (ENS) program providing municipalities and the state with the ability to alert citizens in times of emergency. Commonly but incorrectly referred to as Reverse 911, CT-Alert allows incident commanders to send messages about evacuations, emergency shelter



locations and other emergency public safety messages to land-line, cellular and VOIP telephones. Messages can also be sent via email or FAX to any number of recipients within a specified geographic area. As municipal access to the CT-Alert system is through the local 9-1-1 Center serving the particular municipality, every CEO and EMD should consult with their appropriate 9-1-1 Center before an emergency strikes to learn how to use the

system. Additional information is available at www.ctalert.gov.

Commodities Distribution

Through its ESF 7 Resource Support Working Group, the State can implement commodities distribution in response to large scale emergencies. See [State Commodities Distribution Standard Operating Procedure](#). At the local level, municipalities should identify possible points of distribution, as well as the personnel and equipment necessary to distribute commodities to their residents.

Mass Care/Sheltering

Mass care and sheltering are among the most important responsibilities that municipalities have during the response and recovery phases of an emergency. DEMHS convenes a Mass Care Working Group made up of local and state subject

matter experts, as well as private sector representatives. One of the products of this Working Group is a [Mass Care Annex to the Local Emergency Operations Plan](#). This Annex is designed to assist municipalities in planning their mass care responses to disasters, including feeding and sheltering. The Annex also provides guidance regarding **warming/cooling/recharge centers**, which can be opened by a community during the day to allow residents to eat, shower and recharge their electronic equipment before returning to their homes to sleep. These centers have been very successful during prolonged power outages.

DEMHS has also worked with its partners to create a template for a **multi-jurisdictional shelter** agreement, providing a mechanism for towns to join together to provide mass care to their residents. You can obtain the template from your DEMHS Regional Coordinator.

Local Situation Reports/Web EOC

In the event of a major disaster or emergency in the state, emergency responders at the local level of government will initially assess the situation and identify the need for response operations. One of the ways in which communities and state agencies can communicate with the State Emergency Operations Center is through Web EOC, a computer-based real-time information platform. *In order to make the system more user friendly and effective, WebEOC is currently undergoing major revisions. DEMHS anticipates rolling out these changes before the 2014 hurricane season.*

There are instances when an emergency or a disaster situation is greater than the response capabilities of local government, their mutual aid partners, or the DEMHS Regions. In the event of such an emergency, DEMHS is the state agency that local governments can contact to begin the process of effectively securing resources through the State Emergency Operations Center (State EOC). To begin this process, municipalities submit local Situation Reports to the DEMHS Regional Coordinator.

The local Situation Reports will be used to help determine the scope of the problem and to begin the process of obtaining supplemental state and federal disaster assistance.

The completed Situation Report should be submitted on Web EOC or emailed/faxed to the appropriate DEMHS regional office based upon the situation.

Local Situation Report Instructions:

Initial Reports are to be submitted to the Regional Coordinator **after the start of the emergency. Thereafter, regular reports are submitted until a** final report is submitted. Reports may be submitted by phone, particularly early in an incident, in writing by email or fax, or on Web EOC once an incident has been opened. During large incidents, relying on a phone call to the DEMHS Regional Office may not be practical, since many people may be calling in at the same time. Web EOC allows both the municipalities and DEMHS to have a more accurate real-time picture of the effect of an incident on a regional or statewide basis. For prolonged events, municipalities should

consider using standard ICS Forms to assist in the operational planning and response process. These forms are available on Web EOC as well as on the DEMHS website. In situations in which a municipality has lost communications capabilities such as Internet, phone, or fax, the high-band radio should be used to communicate with the DEMHS Regional Office.

DEMHS Communications

Each DEMHS Regional Office has multiple means of communication, which may include the following:

- **Telephone**

The primary means of communication to a DEMHS Regional Office is over phone lines. The Regional Coordinators can also be reached 24-hours via cell phone.

- **Email**

Each DEMHS employee has an email address. All Regional Coordinators and operations staff have 24-hour availability to send and receive emails. Local officials are reminded this is an excellent means of communications to use in contacting Regional Coordinators or state EOC personnel.

- **Web EOC**

During emergencies, a Web EOC incident may be opened up, allowing towns to share information and providing a statewide situational picture.

- **High Band Radio**

DEMHS high band radio system is comprised of five unique radio frequencies, one assigned to each DEMHS Region. This frequency is used for emergency situations only and not for local emergency operational channels. To call a DEMHS Regional office simply state: "Branford emergency manager to Region 2." Region 2 will respond. Then communicate your request. Keep in mind that every other Emergency Management Director in the region and the State EOC can hear what is being said. It is also likely that the Regional Coordinator may use this system to call all or one local Emergency Management Director to communicate important information. At times, this will be faster than calling each local official.

- **Fax Machines**

Fax machines can serve as a means to submit situation reports and requests for services as well as initial assessments. These reports should be faxed to the Regional Office who will review and if unable to provide assistance forward to the state EOC. Make sure to maintain and test your fax machines on a regular basis so they are available in the event of an emergency.

- **HAM Radio**

The State EOC works with Amateur Radio Emergency Services (ARES) and Radio Amateur Civil Emergency Services (RACES) during local, regional, and national civil emergencies and natural disasters. ARES consists of licensed amateurs who

volunteer their services and equipment for communications duty when disaster strikes. RACES is administered by local and state emergency management agencies and is supported by FEMA.

- **Satellite Phone System**

Satellite telephones are also available for use by the staff at the state EOC. Each Regional office has two phones, one in the office and one in the Coordinator's vehicle. These numbers are to be used as a last resort communication system.

State Level Response

Governor's Unified Command:

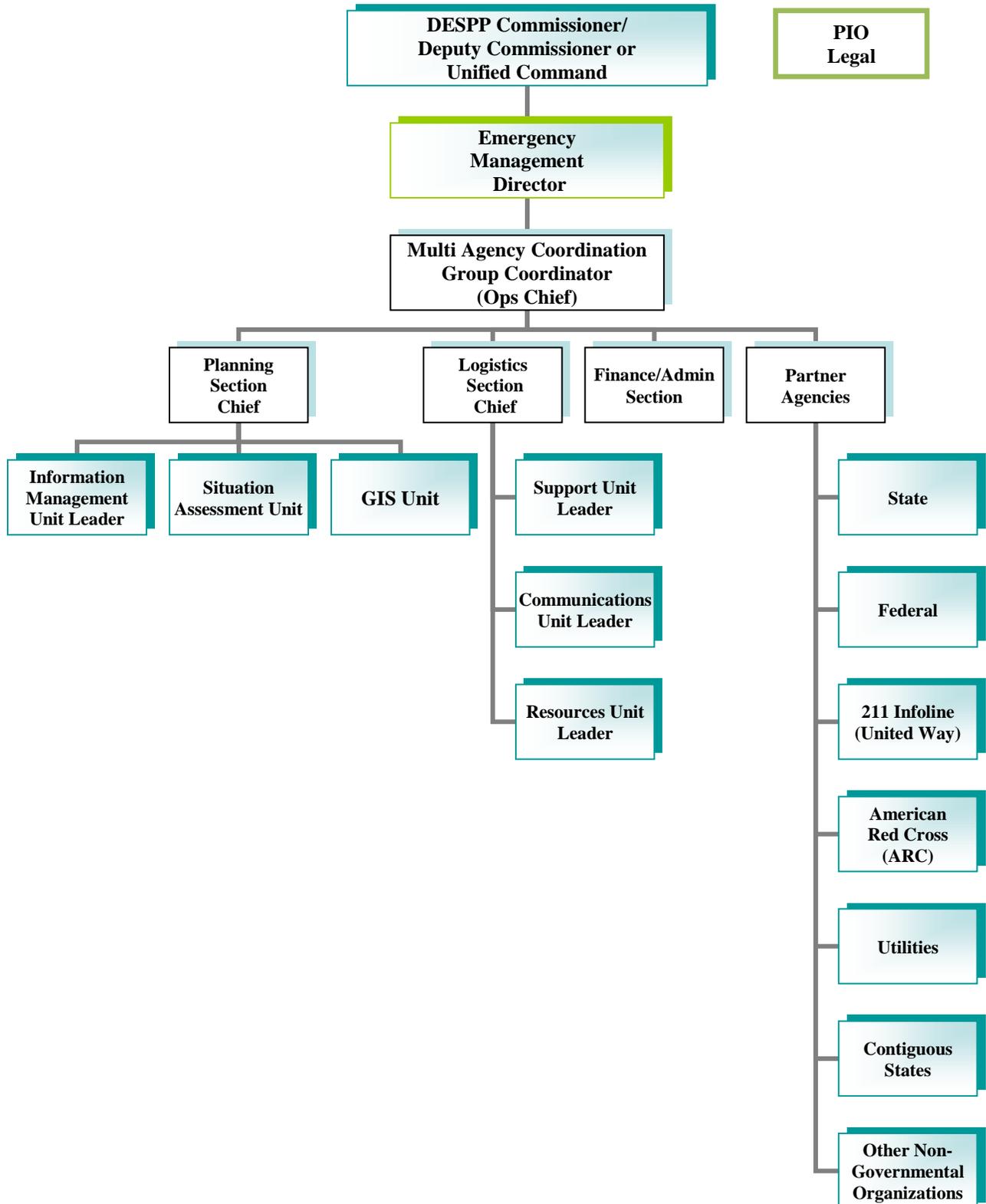
Just as the municipal CEO convenes his or her Unified Command, the Governor convenes the state Unified Command, made up of state agency heads, utility executives, and officers from nongovernmental organizations, at the State Emergency Operations Center (SEOC). The Governor's Unified Command briefs the Governor on status and issues, providing the basis for informed decision making. In accordance with the State Response Framework, the Governor holds municipal conference calls as needed, in order to identify and address local needs. Public information also is coordinated from the SEOC, because it is critical that a consistent, accurate message is provided. The DESPP/DEMHS Public Information Officer works with the Governor's Public Information staff, as well as with other public information officers from state, local and non-governmental entities. DEMHS also uses social media such as Facebook and Twitter.

Multi-Agency Coordination Group System and the State Emergency Operations Center:

DEMHS is part of the State of Connecticut's Multiagency Coordination Group (MAC) System under the Command and Management component of the National Incident Management System (NIMS). DEMHS' role is to coordinate and support incident management and lead Connecticut's MAC system and act as the MAC Group Coordinator. DEMHS has primary responsibility for development and implementation of the state's emergency management and homeland security program.

DEMHS works closely with local government emergency management directors, other state agencies, tribal nations, and federal agencies such as the Department of Homeland Security (DHS), to ensure a comprehensive, efficient, and effective response to emergencies and disasters throughout Connecticut.

MAC System in the State Emergency Operations Center (SEOC)



State Emergency Operations Center (SEOC)

The Governor's State Emergency Operations Center (SEOC) in Hartford provides the main coordination center which serves as a location from which the Multi Agency Coordination system (MAC) can operate. The five DEMHS Regional Offices are also part of the facilities component of the MAC, as are each State agency's individual EOCs and command centers. During an emergency, DEMHS staffs the SEOC, which is located in the **William O'Neill National Guard Armory, 360 Broad Street in Hartford**. If the incident warrants full activation, the State EOC is staffed 24 hours a day, seven days a week to respond to requests for assistance received from the 169 local governments and 2 Tribal Nations through the DEMHS Regional Offices. During non-emergency periods, DEMHS staff can be reached 24 hours/7 days per week through their office or cell phones, through the DEMHS Regional Offices, or by calling 860-566-3180.

During emergencies, the SEOC is also staffed with representatives (liaisons) of key state and private agencies. In addition, Emergency Support Function (ESF) Task Forces may be convened. The SEOC maintains communications with other single state agency EOCs, federal agencies and facilities, and private agency EOCs. Communications are maintained with the towns, cities and Tribal Nations of the state through the DEMHS Regional Offices.



The Connecticut Division of Emergency Management and Homeland Security website (www.ct.gov/DEMHS), Twitter, Facebook, and the Connecticut 211 Infoline are avenues of public information.

The State EOC staff coordinates everything from sandbags and generators to bulldozers for debris removal and helicopters used in rooftop rescues. As the state primary warning point, the State EOC:

- Transmits National Weather Service warnings and watches to localities.
- Monitors the Flood Observing and Warning System.
- Provides a state-level entry point to the Emergency Alert System (EAS).
- Links to the federal government for emergency alerts and resources.

Requesting Assistance from the State

During an emergency, when resources are currently not available within a municipality, assistance may be requested from the State. The request is made through the DEMHS Regional Office, and may include a request for specialized equipment or personnel, commodities, or additional mutual aid.

The State has a number of resources that may be available if needed, including the following assets:

Urban Search and Rescue (CT-TF-1)

The Urban Search and Rescue (USAR) Program is coordinated by the Connecticut Division of Emergency Management and Homeland Security (DEMHS). To request activation of the USAR team, please contact your DEMHS Regional Coordinator.

It is the primary mission of USAR Connecticut Task Force One (CT-TF-1) to provide a coordinated effort of personnel and resources to locate, extricate and provide immediate medical treatment to victims trapped within collapsed structures.

To accomplish this mission, volunteer CT-TF-1 members can deploy efficient and effective rescue technologies in a planned and measured response that mirrors the FEMA's guidelines on Urban Search & Rescue consistent with existing National Fire Protection Association Standards. Task Force capabilities include rapid mobilization to assist in natural or technical disasters.

Members of CT-TF-1 conduct search and rescue operations in a professional, ethical, and compassionate manner that will protect the dignity of the victims and the communities served.

Members of CT-TF-1 develop and maintain the highest level of skills and capabilities required when deployed to natural or technical disasters, including hurricanes, floods, conflagrations, explosions, earthquakes, or the use of weapons of mass destruction that result in events that are beyond the capability of local emergency service resources.

The USAR Team is based out of Brainard Airport located in Hartford, Connecticut.

USAR membership is a voluntary appointment, and that it is the policy of CT-TF-1 to accept and review all applications for team membership from all emergency service and related disciplines.

More information on CT-TF-1 may be found at:

www.ct.gov/demhs/cwp/view.asp?a=1916&q=452172.

Medical Reserve Corps



The Medical Reserve Corps (MRC) provides teams of local volunteer medical and public health professionals who can contribute their skills and expertise throughout the year and during times of community need. There currently 17 MRC teams operating in each of the five DEMHS regions in Connecticut.

Under [§28-1\(5\)](#), the state Department of Public Health (DPH) and its local and intrastate regional health partners are responsible for establishing and tracking the professional qualifications of MRC members. In order to be eligible for Title 28 protections and benefits, an MRC member must also satisfy the loyalty oath requirements of [§28-12](#).

The following is a summary of the flow of a request for MRC activation by DEMHS, which is described in more detail in the Standard Operating Procedure found on the DEMHS website. For purposes of Title 28 protection, “activation” means both training in preparation of, and response to, an emergency. It is not anticipated that Title 28 protection will be sought for routine, regularly-scheduled meetings of the MRC:

- The local Emergency Management Director, with MRC Unit Leader, submits request for activation to DEMHS Regional Coordinator. Request includes roster of MRC members likely to be activated;
- DEMHS Regional Coordinator reviews and if approval is recommended, submits request to DPH State MRC Coordinator;
- DPH State MRC Coordinator reviews and if approval is recommended, submits request to DEMHS Director of Emergency Management and Homeland Security;
- DEMHS Director of Emergency Management and Homeland Security reviews and approves or disapproves, and notifies the DEMHS Regional Coordinator, who notifies the requesting jurisdiction of approval or disapproval.

If the request is an imminent emergency, the local EMD and MRC Unit Leader may orally request the approval of the DEMHS Regional Coordinator, who will notify the DEMHS Director immediately. The local EMD and MRC Unit Leader must follow up with a written request as soon as possible, but not more than 48 hours after the initial request is made.

Behavioral Health Regional Crisis Response Teams

These teams operate under the auspices of the state Department of Mental Health and Addiction Services and the Department of Children and Families, and are available to assist municipalities during crises. To request activation of a team, please contact your DEMHS Regional Coordinator.

Incident Management Teams

During complex or lengthy emergencies, the incident commander may request the assistance of a regional volunteer incident management team. These teams do not replace the incident commander, but they can provide support and expertise in the form of trained personnel who can assist in the management of the incident. To request activation of a team, please contact your DEMHS Regional Coordinator.

Mobile Field Hospital



The Otilie W. Lundgren Memorial Field Hospital is a mobile hospital under the auspices of the Department of Public Health. The hospital is transportable and has the ability to provide safe shelter and medical care in the event of an emergency. The hospital can be activated in 25-bed units. In its full capacity, the mobile hospital can hold up to 100 hospital beds and is able to support medical equipment necessary to treat patients in a large-scale event. To request activation of all or part of the field hospital, please contact your DEMHS Regional Coordinator.

Connecticut State Animal Response Team (CTSART)



The Connecticut State Animal Response Team (CTSART) program is a collaboration among government agencies, not-for-profit organizations, industry, and volunteers for preparing and responding to animal needs in disasters. The CTSART program is organized at the local level as Regional Animal Response Teams, which, within the overall regional planning and response structure in Connecticut, are the operational arms of each Regional Emergency Planning Team. CTSART missions include deployment of co-located companion animal evacuation shelters, building volunteer networks trained and state certified to assist with animal needs in disasters and public education. For more information go to <http://ctsart.org/>

Interstate Mutual Aid - Emergency Management Assistance Compact (EMAC)

The Emergency Management Assistance Compact (EMAC) provides form and structure to interstate mutual aid. Currently, all states are members of EMAC. In Connecticut, the provisions of EMAC can be found in Title 28, Conn. Gen. Stat. [§28-23a](#). It establishes procedures whereby a disaster-affected state can request and receive assistance from other member states quickly and efficiently. It resolves two key issues up front: liability and reimbursement.

- The requesting state agrees to assume liability for out-of-state workers deployed under EMAC.
- The requesting state agrees to reimburse assisting states (once proper, EMAC-specific documentation is provided) for all deployment-related costs.

Self-dispatching responders are not entitled to any protections under Title 28.

States may only request EMAC interstate assistance or respond to a request for EMAC assistance with the permission of the Governor.

Each member state has a number of authorized contacts who can implement the EMAC process for their state.

If a state suffers or expects to suffer a major disaster and needs assistance from another state, the State Emergency Management Director or other authorized representative of the affected state may request the deployment of an EMAC advance team, which will coordinate EMAC request/assistance.

DEMHS has established a team of EMAC officers in Connecticut to receive requests and request services when needed.

More information on EMAC may be found www.emacweb.org.

International Emergency Management Assistance Compact

Working with the New England states and the eastern Provinces of Canada, the State of Connecticut, through DEMHS, is a member of the **International Emergency Management Group (IEMG)**, which operates under the International Emergency Management Assistance Compact (IEMAC) to provide mutual aid to one another in times of emergency. The IEMAC is found in Connecticut General Statutes §28-22d.

IX. THE RECOVERY PHASE

Identifying a Long Term Recovery Coordinator

One of the first steps in establishing a strong recovery program in a community is to identify a long term recovery coordinator. In most municipalities, this is a volunteer position. Although this individual will work closely with the local emergency management director, the long term recovery coordinator does not need to be an expert in emergency management, but rather someone who has a strong basis in community development and knowledge of the community's demographics, such as a municipal planner.

Recovery is something to plan for and think about before an event, so that plans can be implemented when the community is at its most vulnerable. Recovery plans should therefore occur before an emergency happens, and communities should continue to include recovery planning during typical emergency management planning.

The long term recovery coordinator may perform these functions:

Pre-Disaster Responsibilities:

- Serve as a primary point of contact for disaster recovery preparedness;
- Establish and maintain contacts for disaster recovery resources and support systems;
- Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives.

Post-Disaster Responsibilities:

- Lead the creation and coordinate the activities of local recovery-dedicated organizations and initiatives;
- Work with state officials to develop a unified and accessible communication strategy;
- Participate in damage and impact assessments with other recovery partners;
- Organize recovery planning process for the community;
- Ensure inclusiveness in the community recovery process;
- Communicate recovery priorities to the State and Federal partners;
- Incorporate critical mitigation, resilience, sustainability and accessibility-building measures into the recovery plans and efforts;
- Lead the development of the communities recovery plans and ensure that they are publicly supported, actionable and feasible based on available funding and capacity;
- Collaborate with State, Federal and other stakeholders to raise financial support for the communities recovery;
- Work closely with the recovery leadership at all levels to ensure well-coordinated, timely and well executed recovery; and
- Develop and implement recovery progress measures and communicated adjustments and improvements to applicable stakeholders and authorities.

Debris Management

In the event of a disaster, the Governor may activate the state debris management and state debris monitoring contracts and will authorize the Interagency Debris Management Task Force (IDMTF). IDMTF members include DESPP/DEMHS, the Department of Energy and Environmental Protection (DEEP), the Department of Administrative Services (DAS), and the Department of Transportation (ConnDOT.) During the recovery phase, the IDMTF will disseminate debris management information periodically to the towns through the DESPP/DEMHS Regional Coordinators, CCM, COST, and other channels of communication. For more debris management information, please visit DEEP's disaster debris management website at:

www.ct.gov/deep/disasterdebrismanagement.

FEMA strongly encourages and expects local municipalities to have a coordinated debris management plan developed in advance of a debris-generating event to expedite the response and recovery process. The type of pre-event preparation and planning undertaken by local municipalities includes:

- Pre-identifying potential Debris Management Sites (DMS) preferably on municipal property, but also on private property (under lease agreement) when suitable;
- Preparing pre-event contracts for debris management and removal and for the monitoring of the debris removal contractors; and
- Pre-planning communication, with the use of various methods of information dissemination, about debris clean-up to residents and businesses.

Donations and Volunteer Management

Effective management of unsolicited donations and volunteers is a key component to recovery. The State of Connecticut has an agreement with Adventist Community Services to assist with large scale donations management within Connecticut. Working with FEMA, the State also has an agreement with Aidmatrix to provide a computer-based tracking system. In addition, DEMHS encourages the establishment of trained Community Emergency Response Teams and other recognized volunteer civil preparedness forces to assist communities in times of emergency. For the federal perspective on donations and volunteer management, please see www.fema.gov for the Volunteer and Donations Management Support Annex.

In addition, under state law, a municipal Chief Executive Officer or his/her designee may request an individual to provide aid in any major disaster, emergency or attack, and, if the person registers with the municipality, may receive certain compensation benefits. See Connecticut General Statutes Section [28-8a](#).

Presidential Major Disaster Declarations and Preliminary Damage Assessments (PDAs):

The purpose of a Preliminary Damage Assessment (PDA) is to assess the overall impact of an event on the State and its municipalities, tribal nations, and residents. Information collected during the PDA is used to support any gubernatorial request for a Presidential major disaster declaration under the federal Stafford Act, which may provide federal disaster assistance to municipalities, state agencies, eligible non-profit organizations, businesses, and/or individuals. PDA results are used by federal officials to determine if federal damage thresholds or “indicators” have been met. PDAs must be conducted in accordance with, and as required by, federal regulations.

PDAs are organized, systematic field surveys of the affected area(s) by joint Federal/State PDA teams. These Teams are assisted and guided by local officials who have knowledge of where the significant damage areas are and how best to move around and through their jurisdiction safely and efficiently.

Generally, the PDA is accomplished in two steps. First, the State will send out Initial Damage Assessment (IDA) surveys to municipalities, requesting that the forms be completed and returned to the State for initial evaluation. Data from the IDA is used to identify the nature, scope, and location of damages and will assist in, among other things, identifying the number and type of PDA Teams needed and where they need to be deployed. Joint Federal/State PDA teams will develop cost estimates of response and recovery operations with the cooperation of, and based on the input provided by, local officials. These official results will be compiled into financial impact data by county and statewide, which will then be compared to established indicators and provide a basis for the Governor to develop a request for a Presidential Disaster Declaration and for the President to evaluate the need for Federal assistance with the recovery effort.

There are two types of PDA teams, Individual Assistance Teams (IA) Teams and Public Assistance Teams (PA) Teams. IA Teams assess impacts upon private property including homes, individuals, and businesses. PA Teams assess damages to public infrastructure and estimate other public expenditures for such things as debris removal, emergency response efforts, etc.

Municipalities may be surveyed by IA Teams, PA Teams, or both depending upon the nature of damages sustained. IA and PA teams will usually arrive independently of one another.

Chief Executive Officers (CEOs) and/or the Emergency Management Directors (EMDs) of disaster-impacted communities will be contacted by the PDA coordination team or the appropriate DEMHS Regional Coordinator, who will work with the municipality to schedule the IA/PA Team’s visit. CEOs and/or EMDs provide the name and phone number of a local point of contact for each PDA team to call prior to the team's arrival in the municipality.

The Federal/State PA teams will require the following:

Local officials collect the following information and personnel to be available for the PDA Teams at the time the teams reach the agreed- upon rendezvous point:

1. A breakdown of the local budget (minus education figures) showing amounts appropriated for the current fiscal year and current balances for:
 - a. the Highway/Public Works Department;
 - b. road maintenance;
 - c. total local budget (minus education);
2. Public works director or town engineer, and other local officials desiring to participate in the assessment of damages to municipal facilities;
3. Local road maps for use by the PDA team;
4. A comprehensive list of infrastructure, facilities, and equipment damaged as a direct result of the event;
5. Most recent bridge inspection reports for any damaged bridges;
6. Information regarding insurance coverage on municipal facilities;
7. Estimates of payable hours or overtime worked and still to be worked by local government employees in response to the event;
8. Other costs to local government of responding to the emergency including the costs of purchases, rentals and emergency work by contractors.

The Federal/State IA teams will require the following:

1. Local road maps;
2. Logs of trouble calls from residents to local fire, police or other municipal agencies;
3. Information regarding the number of shelters/centers opened by the municipality or with other municipalities, including estimated numbers of occupants/visitors;
4. Escort by local officials with knowledge of areas affected by the disaster.

Local officials should guide both IA and PA teams to all areas of significant damage in the municipality. To ensure that acceptably accurate estimates for repair or replacement of public facilities are developed, the local public works director or other qualified municipal official(s) should participate in the PDA. Such local participation is essential to adequately describe for Federal/State PA teams a damaged or destroyed public facility as it existed prior to the disaster.

Presidential Disaster Declarations

Under the Stafford Act, the Governor may request that the President issue an Emergency Declaration, including a Pre-landfall Declaration. This type of declaration may provide direct federal assistance to the state, including the pre-staging of assets, as well as limited reimbursement of some emergency protective measure expenses incurred at the state and local levels. As with the Presidential major disaster declarations, FEMA has set very specific thresholds that must be met before such a declaration will be issued.

Disaster Relief Funding

If the state receives a Presidential Major Disaster declaration, certain FEMA funding programs may be opened. In addition, Small Business Administration loans may become available, both in the wake of a major disaster or, in some cases, as the result of business losses from a fire or other more localized emergency. Disaster relief funding may come from a variety of sources, including the federal Departments of Housing and Urban Development (HUD), Agriculture, Health and Human Services, the Federal Highway Administration, or the Natural Resource Conservation Services.

In order to qualify for FEMA Disaster Assistance programs, the State must demonstrate disaster damage thresholds and the impact of the disaster on the residents, communities, businesses etc. The Governor must submit a request for a Presidential Disaster Declaration specifying the counties and Disaster Programs requested.

- **Public Assistance**

The mission of the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program is to provide assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

- **Individual Assistance**

If the President declares a Major Disaster Declaration and authorizes Individual Assistance (IA), residents in declared counties can register with FEMA for disaster assistance. Assistance may include Housing Assistance (HA) and Other Needs Assistance (ONA). The maximum amount of assistance that a person/household may receive is adjusted annually and published in the Federal Register.

- **Small Business Administration Disaster Loan Program (SBA)**

When the Individual Assistance Program is authorized, the SBA Disaster Loan Program is also released in declared counties. The Disaster Loan Program includes Physical Damage Loans for homeowners, renters, and businesses and the Economic Injury Disaster Loan Program for businesses.

When a disaster does not meet FEMA thresholds for a disaster, the State may seek an SBA only declaration. The SBA declaration criteria is much lower than FEMA's and can provide disaster assistance in the form of loans for smaller scale disasters.

National Disaster Recovery Framework and State Disaster Recovery Framework

Recognizing that recovery may involve many federal agencies in addition to FEMA, the federal government has created a National Disaster Recovery Framework (NDRF). See <http://www.fema.gov/national-disaster-recovery-framework>. The NDRF identifies a number of recovery support functions, and creates the positions of Federal Disaster Recovery Coordinator and State Disaster Recovery Coordinator to aid in the long term recovery of affected municipalities. The NDRF was first used in Connecticut in the aftermath of Super Storm Sandy. Governor Malloy selected DEMHS Deputy Commissioner William Shea as the State Disaster Recovery Coordinator, with State Emergency Management Director William Hackett continuing in the role as State Coordinating Officer for that disaster.

Statewide Long Term Recovery Committee

The State Long Term Recovery Committee (SLTRC) is a group of local, state, federal, and private sector partners working together to enhance long term recovery from previous disasters and to plan and prepare for future events. The SLTRC is co-chaired by the state Department of Insurance and the state Department of Economic and Community Development, under the auspices of the State Disaster Recovery Coordinator and the DEMHS Advisory Council.

The SLTRC is the state's ESF-14 entity. For more information on the SLTRC, please see <http://www.ct.gov/ctrecovers>.

CT RECOVERS Web Site



The State of Connecticut has created a web site to assist residents, businesses and municipalities to learn about the disaster funding programs available as the result of Super Storm Sandy. These programs include the Community Development Block Grant Program-Disaster Relief (CDBG-DR) administered by the state Department of Housing, as well as the Social Services Block Grant disaster relief program administered by the state Department of Social Services. In addition, Hazard Mitigation Program Grant funds are administered by DEMHS.

X. THE MITIGATION PHASE

State and Local Mitigation Plans

The State Natural Hazard Mitigation Plan (NHMP) not only identifies strategies and mechanisms for successful implementation and continuation of preparedness, response and recovery measures due to a natural hazard, but also enables the State to receive Federal assistance for permanent work under the FEMA Public Assistance program, and secure Federal Hazard Mitigation Assistance funds which support rebuilding efforts and foster long term recovery.

In order to secure HMGP, FMA or PDM funding, a municipality must have a current Local Natural Hazard Mitigation Plan that has been approved by FEMA. This plan also ensures that a community is better prepared for all types of natural disasters that may affect its residents.

Pre-Disaster Mitigation (PDM)

The PDM Program is designed to assist States, Territories, Indian Tribal governments, and local communities to implement a sustained pre-disaster hazard mitigation program to reduce overall risk to the population and structures from future hazard events, while also reducing reliance on Federal funding in future disasters.

Flood Mitigation Assistance (FMA)

The goal of the FMA program is to reduce or eliminate claims under the National Flood Insurance Program (NFIP). Eligible applicants include States, Indian Tribal governments, and local communities. Projects must directly benefit structures insured under the NFIP.

Hazard Mitigation Grant Program (HMGP)

The Hazard Mitigation Grant Program (HMGP) provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. This funding represents a percentage of the FEMA disaster funding received in the state as the result of a Presidential Major Disaster Declaration.

Public Assistance 406 Mitigation (PA 406 HMP)

Mitigation measures which are associated directly with the damaged element of a public facility may be incorporated into the rebuilding efforts during the direct aftermath of a Presidentially Declared disaster when FEMA Public Assistance funds are authorized.

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APPENDIX A

Connecticut Volunteer Organizations Active in Disaster (CTVOAD)

CTVOAD Mission

To provide a liaison with the volunteer organizations that provide disaster services in Connecticut so that their capabilities and resources will be effectively coordinated with local, state and federal agencies to meet the needs of disaster victims.

Organization

- The Connecticut Voluntary Organizations Active in Disaster (CTVOAD) is an organization whose purpose is to coordinate the interaction between voluntary disaster relief agencies and government disaster response activities in accordance with the local, state, and federal disaster response plans. The CTVOAD is an affiliate of the National Voluntary Organizations Active in Disaster (NVOAD).
- Members of the CTVOAD include the major organizations that have resources, developed plans and implemented preparatory actions to provide assistance in disasters that occur in Connecticut. The capabilities of these organizations include sheltering; mobile and fixed feeding; repair and reconstruction of homes; clean-up; counseling; storage and distribution of bulk food; clothing and household goods; child care and many other services. They are frequently called on by their parent organizations to respond to disasters in neighboring states and often provide funding and relief supplies for disaster victims worldwide.

Concept of Operations

- During normal operations, the CTVOAD will participate in statewide exercises to assist in the development of local and state disaster response capabilities.
- The CTVOAD will receive all situation reports, weather briefings, notifications and alerts that are distributed by the State Emergency Operations Center (State EOC) to state agencies.
- When disaster strikes, the CTVOAD contact designates a liaison to continue communication with the State EOC and report to the State EOC if necessary.
- Each member organization maintains contact persons and resource lists to respond to requests from the liaison at the State EOC. Each member organization coordinates the response of its services and provides status reports to the liaison at the State EOC.
- The CTVOAD functions in the State EOC as part of the Human Services Branch and works closely with the mass care and food support functions.

- The CTVOAD liaison will link member organizations with local emergency managers, local voluntary agencies, and state and federal agencies that are providing assistance in the affected areas.
- The CTVOAD liaison will coordinate with other support functions in the State EOC to provide assistance to member organizations (i.e. transportation, communication resources, information on road conditions, etc.).
- The CTVOAD will collect, compile and report information on the status of activities and resources of CTVOAD member organizations in accordance with the CEOC requirements.
- When there is no government disaster declaration, the CTVOAD will continue to assist member organizations that provide additional assistance in meeting disaster-caused needs that are beyond the resources of the individual disaster victims.
- When the President declares a major disaster and the Federal Emergency Management Agency implements a range of assistance programs available to individuals and families, the CTVOAD will continue its liaison role with member organizations active in the disaster area.
- When the response and recovery phases of the disaster operation are completed, CTVOAD will participate in evaluation procedures initiated by DEMHS.

Chris Baker, VOAD Chair
Regional Disaster Officer
American Red Cross
209 Farmington Avenue
Farmington, CT 06032
Phone: 860-678-2823
Fax: 860-678-5461
Email: chris.baker@redcross.org

APPENDIX B

Structure of American Red Cross in Connecticut

WWW.CTREDCROSS.ORG 1-877-CT-REDCROSS

The American Red Cross, as an independent voluntary agency, in cooperation with town and local governments, will provide Red Cross Disaster relief in keeping with its Mission Statement and its Disaster plan. The Red Cross will function either cooperatively or unilaterally, with its own supervision.

MISSION STATEMENT OF THE AMERICAN RED CROSS

The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies.

SERVICES PROVIDED BY THE AMERICAN RED CROSS

Disaster relief assistance will include emergency mass care and assistance for individuals with urgent and verified disaster-caused needs. It is provided to:

- Sustain human life.
- Reduce the harsh physical and emotional distress that prevents those affected by disasters from meeting their own basic needs.
- Promote the recovery of those affected by disasters when such relief assistance is not available from other sources.

American Red Cross services not specifically defined below may be addressed on a case-by-case basis.

Mass Care:

- Provides shelter operations, fixed, and mobile food service to those affected by disasters and emergency workers in the disaster area.
- May provide for bulk distribution of supplies and commodities to people affected by the disaster.

Disaster Health Services:

- Provides for the delivery of American Red Cross health services in Red Cross facilities on a disaster relief operation.
- Arranges for emergency and additional assistance in meeting individual or family health needs.
- Provides health services staff in Red Cross shelters.

Disaster Mental Health Services:

- Provides for the delivery of mental health services on a disaster relief operation.

- Collaborates with local community mental health providers in ensuring that appropriate human and material resources are available to meet
- the emergency and/or long-term emotional needs of the affected individuals, families, and communities.
- The Red Cross is the lead Disaster Mental Health agency for all aviation disasters.

Disaster Welfare Information:

- Provides response to inquiries from immediate family members outside a disaster area about the health and well-being of individuals and families within a disaster area.
- Collects information about such persons, as it becomes available to facilitate reunification services within the affected area.

Family Service:

- Provides emergency relief assistance to affected individuals and families.
- Refers persons affected by the disaster to the resources of government and/or non-government agencies on a case-by-case basis.
- Assistance is based on urgent, verified, disaster-caused needs.
- Participates in unmet needs committee after the disaster.

Disaster Assessment:

- Assesses the size, scope and geographical boundaries of a disaster area. Red Cross workers must have access to the affected area.
- Determines the level of damage to residential dwellings within the affected areas.
- Develops and distributes statistical data related to the effects of a disaster and demographics of the affected population.

Blood and Blood Products:

- Hospitals will have access to blood and blood products as per existing agreements with American Red Cross Blood Services – Connecticut Region.

Government Liaison:

- The American Red Cross will coordinate its relief activities with federal, state, and local authorities and government units through designated Red Cross government liaisons.

Advocacy/Mitigation:

- The American Red Cross will advocate effective federal, state, and local government programs that will meet the recovery needs of disaster victims. It also will advocate programs and legislation that may mitigate future disaster damage and loss of life.

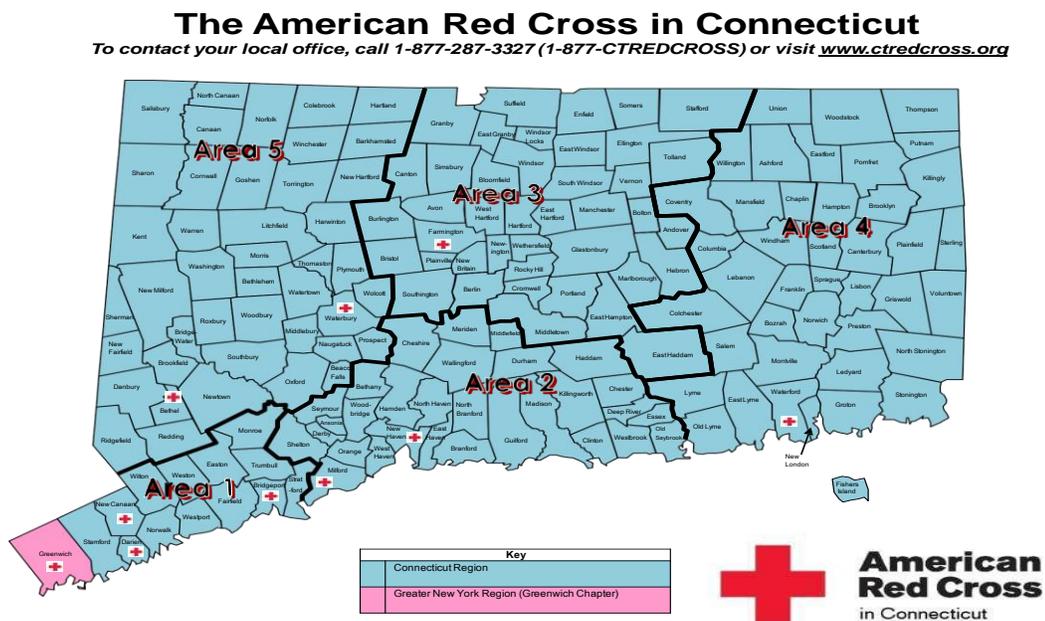
EXCLUSIONS

All American Red Cross disaster relief assistance is based on the premise that those affected by disasters are ultimately responsible for their own recovery. Disaster relief

assistance will be provided in a uniform fashion using nationwide standards. However, disaster relief assistance will **not** include:

- Transportation of disaster victims and non-Red Cross Emergency workers.
- Shelter for people who, due to medical or mental health conditions, are unable to care for themselves. The health of the community is the responsibility of the local public health authority. Red Cross shelters must not be used for people evacuating from hospitals, nursing homes, assisted living and other situations requiring medical attention.
- Shelter for animals other than certified service animals.
- Decontamination or radiological monitoring of victims or emergency workers.
- Services in areas that have been deemed unsafe.
- Assign of dollar figures to damages. Complete damage assessment is the town's responsibility.
- Notification of a fatality to friends and relatives.

All American Red Cross Assistance is a Gift of the American People.



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APPENDIX C

United Way 2-1-1



The Connecticut Infoline (211) provides a single point of contact for the general public to call and receive current, accurate information regarding a specific event or threat. DEMHS determines the need for a public inquiry operation in a disaster or emergency situation and initiates activation of the 211 Infoline based on that need.

The 211 Infoline serves a dual purpose. It disseminates information by responding to requests from the public and gathers information by identifying trends, inaccurate information, misunderstandings, or misperceptions reported by the public or reflected by their inquiries.

What is 2-1-1 Connecticut's role in disasters or emergency events?

2-1-1 is Connecticut's free, confidential information and referral and crisis intervention service.

- During emergencies or disasters, residents can dial 2-1-1 or visit www.211ct.org to get information about the emergency/disaster and where and how to access the resources to assist residents to meet their basic needs, including food, clothing and emergency shelter locations.
- During disaster activations and drills, a 2-1-1 liaison is present at the state Emergency Operations Center to help facilitate the flow of information. For example, 2-1-1 Connecticut participates in the state's annual Millstone nuclear power plant drills.
- Through an MOU with the Department of Emergency Management and Homeland Security (DEMHS), during emergencies 2-1-1 serves as the State's resource for centralized rumor control and information dissemination. In addition, 2-1-1 analyzes caller data to identify emerging needs and trends. This information is provided to DEMHS to help inform the response and/or recovery efforts.
- 2-1-1 is able to adapt non-emergency information gathering and services delivery procedures to meet the circumstances of specific emergencies or disasters. For example, as requested by DEMHS, 2-1-1 collects storm damage reports or volunteer offers of support by developing customized surveys specific to the event. During emergencies, 2-1-1 aggressively seeks new and updated information and disseminates such information to individuals/agencies impacted by the emergency or disaster. Municipalities can ensure that their disaster related services and information are available to the public via 2-1-1 by submitting new information and updates to infodepartment@ctunitedway.org.

2-1-1 Connecticut's Core Features

- Maintains the State's most comprehensive database of human service resources.
- Searchable database available at www.211ct.org.
- Accessed toll-free from anywhere in Connecticut.
- Operates 24 hours a day, 365 days a year.
- Provides information and referral and crisis intervention services.
- Specialized services in childcare, child development, health and Emergency Mobile Psychiatric Services for Youth.
- Multilingual call specialists and TDD access available.
- Trained, professional call specialists.
- Flexible data collection system

2-1-1 Connecticut Disaster Liaisons

Contact:

*Tanya Barrett
Senior Vice President
United Way of Connecticut
860-571-6062 (office)
860-209-9847 (cell)*

www.211ct.org

APPENDIX D

Connecticut Emergency Management Association (CEMA)



CEMA promotes and supports the goals of saving lives and protecting property during times of emergencies and disasters in Connecticut. CEMA is an organization of over 100 professional emergency managers of local, state and private organizations.

The organization pursues their goals through promoting education for our members, providing networking opportunities, and working on issue of interest to our members at the state and federal level.

Mission

It shall be the mission of the organization to provide a forum for the emergency management community to foster cooperation, encourage communication, coordination, collaboration and program enhancement.

The following objectives will serve to provide a framework for creative and innovative problem solving on emergency management issues.

COMMUNICATION: To provide a network whereby its members may communicate with local, regional, state, and national emergency management organizations.

COORDINATION & COLLABORATION: To provide an environment for the coordination and collaboration among emergency management agencies in the development of mitigation, preparation, response, and recovery strategies.

REPRESENTATION: To represent the membership in matters pertaining to public policies on issues relating to emergency management.

EDUCATION: To develop a system of informing and/or providing the membership with professional development opportunities.

Who Should Join?

Building and Zoning Officials	Industrial Representatives
City and County Managers	Insurance Officials
Communications Officials	Law Enforcement Officials
Emergency Managers	Meteorologists
Emergency Medical Officials	Military Officials
Environmental Officials	Planners
Fire Department Officials	Public Works/Utility Officials
Hospital/Medical Officials	Voluntary Agency Officials

CEMA Web Site: <http://www.cemaonline.org/>

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APPENDIX E

Loyalty Oath

“I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of Connecticut, against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.”

Authority:

- Connecticut General Statutes Title 28, §28-12

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APPENDIX F

SAMPLE ORDINANCE REGARDING DECLARATION OF LOCAL DISASTER EMERGENCY

Declaration of local disaster emergency—Authority.

The chief executive officer of the municipality is authorized to declare a local disaster emergency in accordance with the terms of Conn. Gen. Stat. sections 28-8a(a), 28-1(8) and 28-22a.

NOTE: Section 28-8a(a) contains a very broad provision that allows the chief executive officer in which a major disaster or emergency occurs, or his\her designee, to, among other things, take such action as he or she deems necessary to mitigate the major disaster or emergency. Section 28-1(8) defines a local civil preparedness emergency or disaster emergency as “an emergency declared by the chief executive officer of any town or city in the event of a serious disaster affecting such town or city.” Section 28-22a is the Intrastate Mutual Aid Compact, which provides a statutory structure for each political subdivision within the state to provide mutual aid to any other political subdivision.

Declaration of local disaster emergency—Effect.

Upon the declaration of a local disaster emergency by the chief executive officer of the municipality, the chief executive officer and the local emergency management director shall exercise all powers and authority granted to the municipality and/or its chief executive officer under Title 28 of the Connecticut General Statutes.

Activation of emergency operations center; determination of need for declaration of local disaster emergency.

In times of serious disaster or civil emergency, the chief executive officer of the municipality is authorized to activate the municipal emergency operations center. The chief of the municipal police, the chief of the municipal fire department, the municipal health officer, the emergency management director, or their designated representatives, shall assist the chief executive officer in evaluating the need for the declaration of a local disaster emergency.

Coordination with Regional Coordinator.

In times of serious disaster or civil emergency, the chief executive officer of the municipality will coordinate his or her response activities with the appropriate Regional Coordinator from the state Division of Emergency Management and Homeland Security (DEMHS) within the Department of Emergency Services and Public Protection (DESPP).

NOTE: This is merely a sample ordinance, based on ordinances from other jurisdictions. Any proposed ordinance should be reviewed and approved by your municipal attorney.

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APPENDIX G

Preparedness Checklist	
Action	Completed
Review the Contents of the LEOP/RESP:	
• Review threat assessment - flood plains, storm surge areas, etc.	
• Develop, identify and implement preparatory actions	
• Check and list critical forms needed – Declaration, situation report, etc.	
• Determine possible area(s) of impact	
Verify Communications Pathways (Up, Down, Lateral) with:	
• Surrounding localities	
• Supporting agencies	
• Operations components—All disciplines, including fire, police, Public Works, Radio Amateur Civil Emergency Services (RACES), emergency cell support, etc.	
• Public information plan/hotlines	
• Establish and Test Information Resources (in and out), including:	
○ Internet/Web site	
○ Weather	
○ Media, Print, TV, Cable and Radio, including direct radio communications	
Establish Briefing Schedules:	
• Chief Executive officials--watches/warnings, Declaration process, activation of LEOP	
• Elected officials	
• Public safety elements	
• Emergency Operations Center participants.	
Determine Staffing Levels:	
• EOC augmentation/activation/recall	
• Shift changes for public safety and other response personnel	
• Estimate shelter demands (local ARC Chapter, volunteers, RACES, etc.)	
• Establish public facility closing and opening times	
Check Critical Systems Readiness:	
• EOC--critical staff, resources and reports	
• Public safety	
• Utilities/PW/private/Local Emergency Planning Committee (LEPC);	
• Media	
• Mass care/schools/public health (food holdings/power)	
• Power generation--service ability/fuel levels	
• Review and confirm contracted services	
• Accounting and cost capture processes	
Implement the Continuity of Operations Plan (COOP) / Continuity of Government (COG)	
Declare a Local Emergency	
Activate Staff and Logistical Support for the EOC	
Prepare for Response	

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APPENDIX H

Response Checklist

Action	Completed
Establish Extent of Damage by implementing a Preliminary Damage Assessment Plan	
Determine Response Capabilities and Priorities	
<ul style="list-style-type: none"> • Deaths and injuries. 	
<ul style="list-style-type: none"> • Damage to lifelines—Communications, Transportation, Power, Public Safety 	
<ul style="list-style-type: none"> • Damage to critical facilities. 	
<ul style="list-style-type: none"> • Agricultural damage. 	
<ul style="list-style-type: none"> • Extent of overall damage. 	
Determine Evacuation Requirements	
Determine Shelter Activation Needs	
Identify Immediate Shortfalls in Resources and Capability	
Brief Officials	
Alert Community Emergency Response Team (CERT) Coordinator	
Activate and Implement Mutual Aid Agreements, including statutory intrastate mutual aid, available under Connecticut General Statutes §28-22a, Public Act 2007-56	
Formally Request Assistance from State using Regional Office	
Monitor Personnel and Material Resources Usage and Availability	
Prepare Situation Reports	
Maintain Public Awareness Programs	
Establish Re-Entry Priorities	
Determine Duration/Sustainment of Response Operations	
Determine long-term goals and needs	
Prepare for Recovery	
<ul style="list-style-type: none"> • Commodity Distribution 	
<ul style="list-style-type: none"> • Debris Management 	

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APPENDIX I

Recovery Checklist

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

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APPENDIX J

Mitigation Checklist

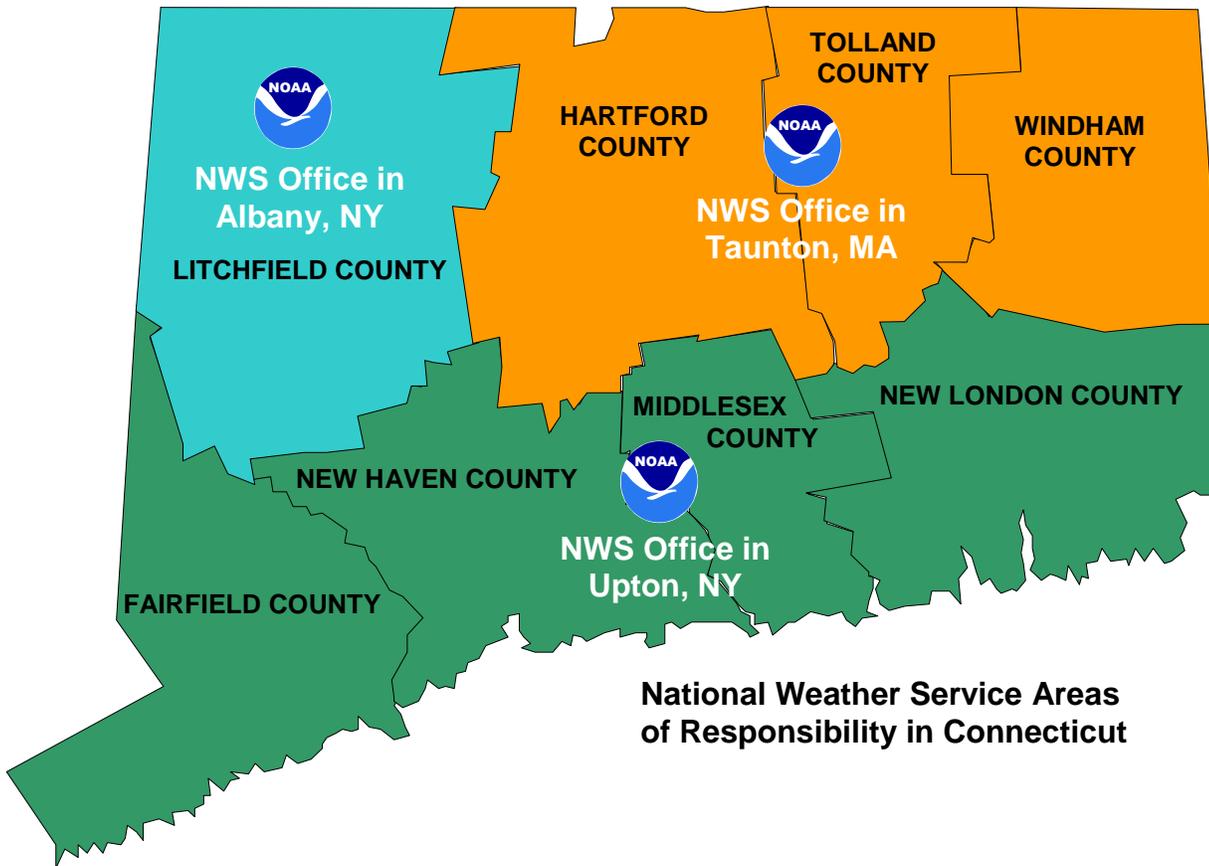
Action	Completed
Implement Changes to Local Emergency Operations Plan (LEOP) highlighted in After-Action Report (AAR).	
Update as needed, and Implement Local Mitigation Plan	
Identify Financial Support Sources	
Develop Mitigation Priorities and Strategy	
Commence Implementation of Mitigation Strategy	

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APPENDIX K

The National Weather Service (NWS)

DEMHS uses the National Weather Service (NWS) as the official source of forecast, watch and warning information for the State of Connecticut. Three NWS Weather Forecast Offices (WFO's) and the Northeast River Forecast Center (NERFC) serve Connecticut. The service areas for each NWS office are shown on the map below.



Each NWS WFO has a service area of responsibility within Connecticut. The NERFC has responsibility for providing river and stream forecasts for all of Connecticut; however the flood watches and warnings resulting from the NERFC forecasts are issued by each WFO within their service area. A Warning Coordination Meteorologist (WCM) at each NWS WFO is the emergency manager liaison for state and local emergency managers in that WFO's area of responsibility.

NATIONAL WEATHER SERVICE OFFICE IN ALBANY, NY

NOAA/National Weather Service
251 Fuller Road, Albany, NY 12203-3640
24 Hours – (800) 239-2123 or (518) 435-9581 (Unlisted)
FAX (518) 435-9587
Web Site: www.erh.noaa.gov/er/aly

NATIONAL WEATHER SERVICE OFFICE IN TAUNTON, MA

NOAA/National Weather Service
445 Myles Standish Blvd. Taunton, MA 02780
24 Hours – (800) 243-1686 or (508) 823-2262 (Unlisted)
FAX (508) 824-7206
Web Site: www.erh.noaa.gov/er/box

NATIONAL WEATHER SERVICE OFFICE IN BROOKHAVEN, NY

NOAA/National Weather Service
175 Brookhaven Ave, Building NWS #1
Upton, NY 11973
24 Hours – (631) 924-0383 (Unlisted) or Alt 24-Hour - 1-800-226-0217
FAX (631) 345-2869
Web Site: www.erh.noaa.gov/er/okx

NATIONAL WEATHER SERVICE NORTHEAST RIVER FORECAST CENTER IN TAUNTON, MA

NOAA/National Weather Service
445 Myles Standish Blvd. Taunton, MA 02780 (Co-Located with NWS WFO)
24-Hours (508) 823-2262 (Unlisted)
FAX (508) 823-2321
Web Site: www.nws.noaa.gov/er/nerfc

Definition of Watch and Warning:

A **Watch** indicates that conditions are favorable for the particular weather event in and near the Watch area, and which may pose a risk to life and property. Watches are issued up to 48 hours in advance with forecaster confidence around 50%.

A **Warning/Advisory** indicates that a particular weather event is imminent or occurring. **Advisories** are issued if the weather event will lead to nuisance conditions, while **Warnings** are issued for significant weather events which will pose a risk to life and property. Warnings and Advisories are issued up to 48 hours in advance with forecaster confidence of at least 80%.

Note: Watches and Warnings issued for Severe Thunderstorms, Tornadoes, and Flash Flooding have much shorter lead times, on the order of hours for Watches or even minutes for Warnings.

APPENDIX L

CONTACT INFORMATION

Department of Emergency Services and Public Protection
Division of Emergency Management and Homeland Security (DESPP/DEMHS):

Deputy Commissioner William P. Shea
William.shea@ct.gov
Tel: 860-256-0800

State Emergency Management Director William J. Hackett
William.j.hackett@ct.gov
Tel: 860-256-0800

Office of Counter Terrorism Director Major Louis J. Fusaro, Jr.
Louis.fusaro@ct.gov
Tel: 860-256-0800

Operations, Training and Exercise Manager John Warren.
John.warren@ct.gov
Tel: 860-256-0800

Planning Manager Tessa Gutowski
tessa.gutowski@ct.gov.

Legal Adviser Brenda Bergeron
Brenda.bergeron@ct.gov

Telecommunications/Field Support Manager John. G. Gustafson
John.gustafson@ct.gov

Public Information Officer Scott DeVico
Scott.devico@ct.gov

DEMHS Regional office contact information may be found [here](#).

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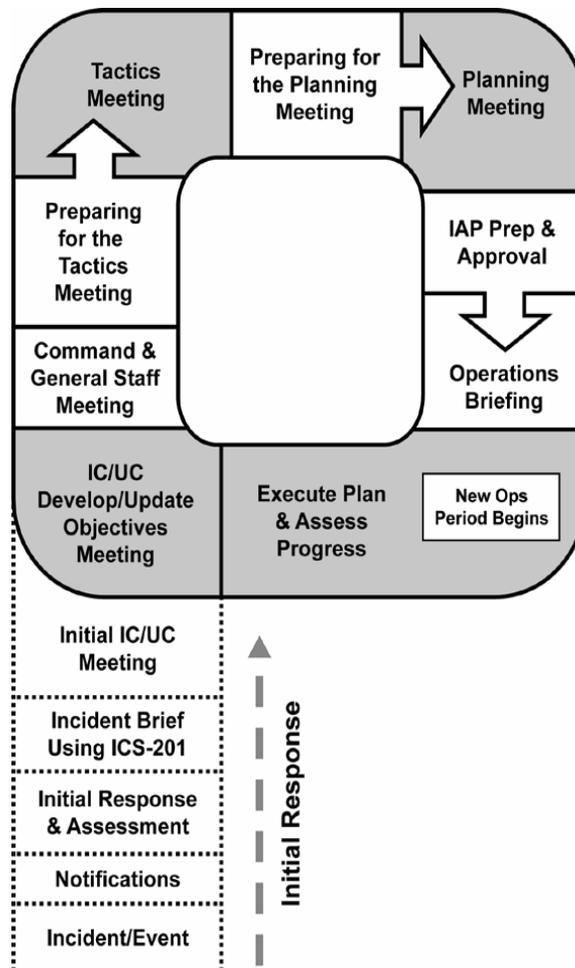
APPENDIX M

Sample ICS Forms and the Planning “P”

On the next page is a graphic of the NIMS Planning “P”, which provides a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, Operations Briefing, and Operations Briefing.

At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.



*Municipality
Seal*

Municipality

**SAMPLE INCIDENT
ACTION PLAN
#1**

**Severe Storm
0800 EDT 11/01/2011 – 0759 EDT 11/02/2011**

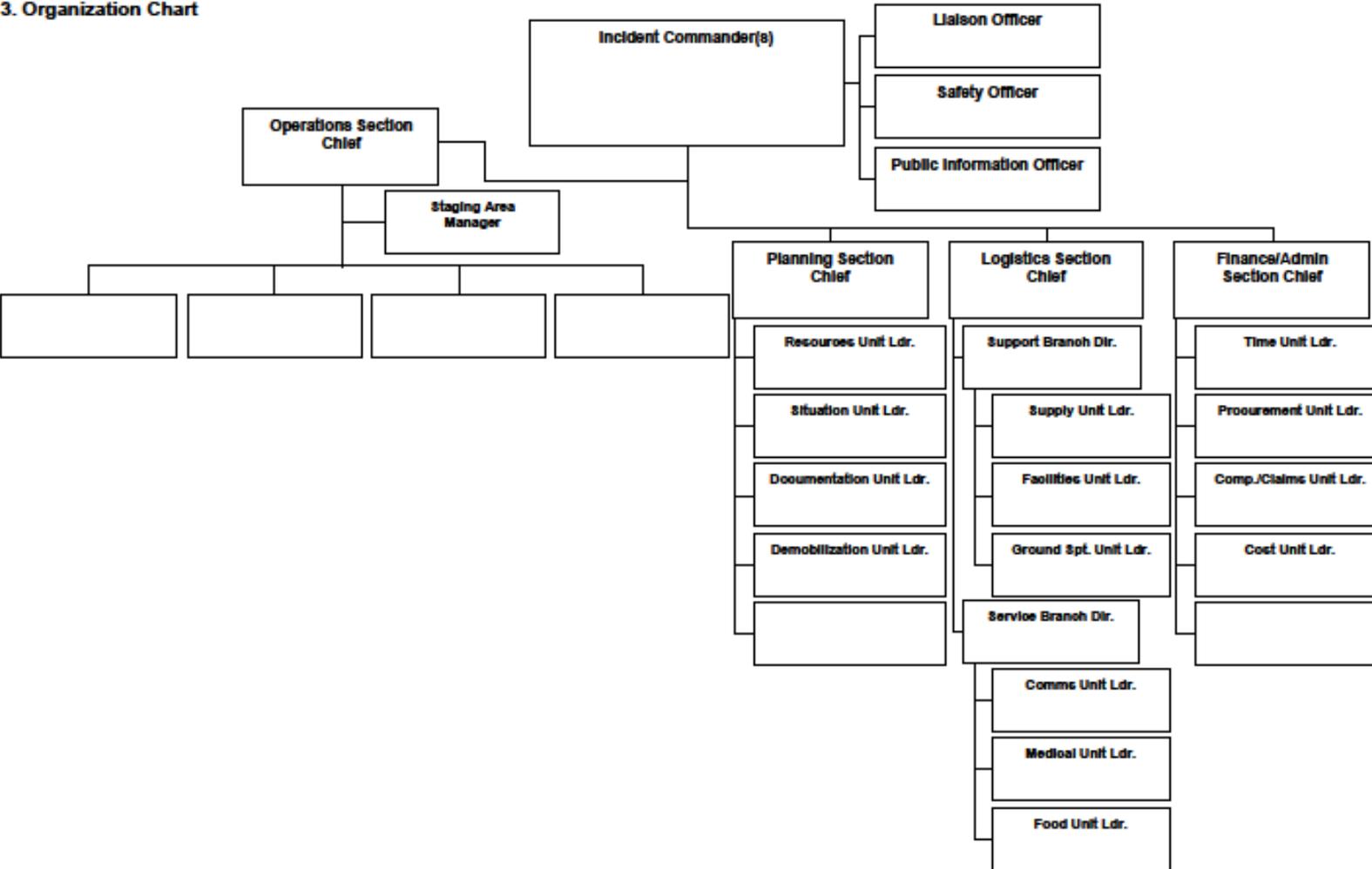
Municipality Emergency Operations Center
360 Broad Street
Hartford, CT 06105

**Incident Commander
Signature**

**Planning Section Chiefs
Signature (optional)**

INCIDENT OBJECTIVES—ICS 202			1. Incident Name	2. Date	3. Time
4. Operational Period					
5. General objectives for the Incident.					
6. Weather Forecast for Period.					
7. General Safety Message :					
8. Attachments (mark if attached)					
<input type="checkbox"/>	Organization List - ICS 203	<input type="checkbox"/>	Communications Plan - ICS 205a	<input type="checkbox"/>	Meeting Schedule – ICS 230
<input type="checkbox"/>	Assignment Lists - ICS 204	<input type="checkbox"/>	Incident Map		
<input type="checkbox"/>	Communications Plan - ICS 205	<input type="checkbox"/>	Organization Chart – ICS 207		
9. Prepared by			10. Approved by		

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Organization Chart		
 <pre> graph TD IC[Incident Commander(s)] --- LO[Liaison Officer] IC --- SO[Safety Officer] IC --- PIO[Public Information Officer] IC --- OSC[Operations Section Chief] IC --- PSC[Planning Section Chief] IC --- LSC[Logistics Section Chief] IC --- FASC[Finance/Admin Section Chief] OSC --- SAM[Staging Area Manager] OSC --- U1[] OSC --- U2[] OSC --- U3[] OSC --- U4[] PSC --- RUL[Resources Unit Ldr.] PSC --- SUL[Situation Unit Ldr.] PSC --- DUL[Documentation Unit Ldr.] PSC --- DUL2[Demobilization Unit Ldr.] PSC --- U5[] LSC --- SBD[Support Branch Dir.] LSC --- SBD2[Service Branch Dir.] SBD --- SUL2[Supply Unit Ldr.] SBD --- FUL[Facilities Unit Ldr.] SBD --- GUL[Ground SpL Unit Ldr.] SBD2 --- CUL[Comms Unit Ldr.] SBD2 --- MUL[Medical Unit Ldr.] SBD2 --- FUL2[Food Unit Ldr.] FASC --- TUL[Time Unit Ldr.] FASC --- PUL[Procurement Unit Ldr.] FASC --- CUL2[Comp./Claims Unit Ldr.] FASC --- CUL3[Cost Unit Ldr.] FASC --- U6[] </pre>		
ICS 207	IAP Page _____	4. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____

Click anywhere on the chart above to link to the [filliable form](#) on the FEMA website.

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APPENDIX N

MUNICIPAL CEO/EMD QUICK REFERENCE GUIDE FOR EMERGENCY MANAGEMENT

This Quick Reference Guide provides an overview of the process, procedures, and resources available to you as an emergency decision maker. For more detailed guidance, please see the Local Emergency Director and Municipal Official Handbook, which can be found on the DEMHS website.

1. Size up the incident. What is the threat to life and/or property? What is your initial estimate of the time frame of the incident? Establish communications with the following, which may include convening a Unified Command meeting:

Chief Executive Officer:

Name:

Contact Numbers:

Email:

Emergency Management Director: The local EMD is a key asset to the CEO both for emergency planning and preparedness, as well as during times of emergency, exercising duties found in state law and providing a critical link to resources such as your regional partners through the Regional Emergency Support Plan, and the State Division of Emergency Management and Homeland Security (DEMHS).

Name:

Contact Numbers:

EOC Number:

Email:

DEMHS Regional Coordinator: Your Regional Coordinator will provide assistance and guidance to local EMDs and municipal officials both in times of “peace” and during emergencies. The Regional Office is your connection to state resources and other mutual aid, and is available on a 24/7 basis.

Name:

Contact Numbers:

Email:

Incident Commander: This position will depend on the type of emergency and is often the highest ranking person on the scene, at least initially. He or she will be able to tell you the status of the incident and what additional resources may be needed. If you are facing a serious emergency, make sure to clearly designate who is the Incident Commander.

Unified Command: It is important for the CEO to convene his/her Unified Command whenever needed. The Unified Command meeting represents your best tool for managing any emergency, because it brings together subject matter experts to help make decision-making smooth and coordinated. Depending on the event, your Unified Command may include fire, police, public health, school superintendent, public works, utilities, emergency medical services, Red Cross, human resources, social services, CERT or other volunteer team coordinators, business sector liaison, public information,

legal. Remember to keep your finance department in the loop and to keep good records.

2. Review your Local Emergency Operations Plan and any other appropriate plans or annexes with your EMD.
3. Do you need to declare an emergency or take any other action? When you declare an emergency, you establish the significance of the incident and may be able to request additional mutual aid from any other municipality in the state. You can declare an emergency or take other actions prior to the onset of the actual emergency in order to mitigate its potential effect. Do you need to ask for mutual aid? What public messaging is needed? Do you need to use the municipality's emergency notification system?
4. If the incident appears to be escalating or to be longer term, should you open your Emergency Operations Center (EOC)? Once you open your EOC, you may request outside agency representatives to respond to the EOC to assist in an incident, such as a utility representative, who will provide enhanced communications re power status and restoration. The EOC helps to establish a common operating picture, facilitates long-term operations, provides ready access to available information, promotes resource identification and assignment, and brings the Unified Command and other local leaders together to create a unified plan and stronger problem solving.

It is important to create an Incident Action Plan (IAP) for a particular operational period (depending on the status of the crisis, this could be anywhere from a number of hours to a number of days). The IAP answers the questions: What do we want to do? Who is responsible for doing what? How do we communicate with one another?

<http://www.fema.gov/forms/job-aids-tools-templates>

5. Log onto WebEOC. Web EOC provides you with real-time situational awareness and an additional method of communication with the State, municipalities, and other emergency management partners. The WebEOC Upgrade project scheduled for release in Quarter 2-3 of 2014 will include a new login procedure called "Self-Registration". Please contact your DEMHS Regional Coordinator for login credentials and instructions.
6. Do you need to activate any volunteer resources such as your CERT team?
<http://www.ct.gov/demhs/cwp/view.asp?a=4490&q=524188>
7. Will you need to provide sheltering or a warming/cooling/showering/power charging center? Review your Mass Care Annex—here is a link to the template:
<http://www.ct.gov/demhs/cwp/view.asp?A=1928&Q=492246>
8. As the emergency winds down, what do you need to do to terminate the incident? Remember that in a major disaster which meets FEMA thresholds, there may be an opportunity for federal disaster assistance, so keep good records of your expenses and assess the damages to your municipality and its residents. Be prepared to participate in a FEMA Preliminary Damage Assessment.