CITY OF CRANSTON
STATE OF RHODE ISLAND AND
PROVIDENCE PLANTATIONS

EMERGENCY OPERATIONS PLAN

CITY OF CRANSTON
EMERGENCY MANAGEMENT AGENCY
JANUARY 2004

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CITY OF CRANSTON
EMERGENCY OPERATIONS PLAN
JANUARY 2004
ACKNOWLEDGEMENTS

City of Cranston Emergency Management Agency

Department of Homeland Security
Federal Emergency Management Agency

Rhode Island Emergency Management Agency

Integrated Management SOLUTIONS

AUTHORS
Richard A. Bouchard, CEM
Dennis Kamerzel
Stephen B. Anthony

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EMERGENCY OPERATIONS PLAN (EOP)

EMERGENCY OPERATIONS BASIC PLAN

City of Cranston
Emergency Management Agency

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LETTER OF PROMULGATION
City of Cranston
(Mayor's Letterhead)

To All Recipients:

Transmitted herewith is the revised Emergency Operations Plan (EOP) for the City of Cranston, Rhode Island. This plan supersedes any previous Emergency Operations Plan(s). It provides a framework in which City of Cranston elected and appointed officials, department heads, and emergency services personnel can plan and perform their respective emergency functions during a disaster or national emergency.

This comprehensive Emergency Operations Plan attempts to be all inclusive in combining the four phases of Emergency Management, which are (1) *MITIGATION*: Those activities which may eliminate or reduce the probability of disaster; (2) *PREPAREDNESS*: Those activities which governments, organizations, and individuals develop to save lives and minimize damage; (3) *RESPONSE*: Those emergency operations that help prevent loss of lives, reduce property damage, and provide emergency assistance; and (4) *RECOVERY*: Those short and long term activities which return all systems to normal.

This plan is in consonance with FEMA State and Local Guide (SLG-101), with Federal, State, and City applicable statutes and understandings of the various departments involved.

All recipients are requested to advise Cranston Emergency Management Agency Director of any changes that might result in its improvement or increase its usefulness.

_____

Mayor's Signature

Effective Date: _____

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City of Cranston
Emergency Operations Plan

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City of Cranston
EMERGENCY OPERATIONS PLAN
BASIC PLAN

TABLE OF CONTENTS

LIST OF ANNEXES

Annex A: Direction and Control
Annex B: Emergency Communications
Annex C: Warning
Annex D: Emergency Public Information
Annex E: Evacuation (Protective Actions)
Annex F: Mass Care
Annex G: Health and Medical Services
Annex H: Resource Management
Annex I: Responder Roles and Responsibilities

LIST OF ATTACHMENTS

Attachment A: Hazardous Materials
Attachment B: Severe Weather
Attachment C: Widespread Power Outage
Attachment D: Hurricanes
Attachment E: Flooding and Dam Failures
Attachment F: Radiological Hazards
Attachment G: Terrorism (Including Weapons of Mass Destruction)

LIST OF APPENDICES

Appendix 1: Maps and List of Locations
Appendix 2: Contact Lists and Resource Listings (Human and Materials)
Appendix 3: Standard Operating Procedures, Checklists, Standing Orders
Appendix 4: Memorandums of Understanding, Mutual Aid Agreements
Appendix 5: Sample Forms

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FOREWORD

The Cranston *Emergency Operations Plan* addresses the City's planned response to extraordinary emergency situations associated with natural disasters, technological accidents, Terrorism, and Weapons of Mass Destruction (WMD). This plan does not replace the well-established, routine procedures used in coping with normal day-to-day emergencies. Instead, the operational concepts reflected in this Emergency Operations Plan focuses on potential large-scale disasters, which can generate unique situations, requiring extraordinary responses. The disaster situations addressed by this plan are those in which the actions of many different agencies must be coordinated. Such disasters pose major threats to life and property and can impact the well-being of large numbers of people.

The Emergency Operations Plan should be considered as a preparedness document to be read, understood, and exercised <u>before</u> an emergency. The plan is designed to complement the State of Rhode Island Emergency Operations Plan and the Federal Emergency Management Agency (FEMA's) Federal Response Plan (FRP).

This ***EMERGENCY OPERATIONS PLAN*** has been organized into three parts:

The first part is the ***BASIC PLAN*** which provides overall organizational and operational concepts for responding to various types of identified hazards that may impact the City of Cranston.

The second part consists of ***FUNCTIONAL ANNEXES***. While the Basic Plan provides information relevant to the EOP as a whole, the annexes concentrate on responsibilities, tasks and operational actions that pertain to the function being covered.

The Annexes are supported by ***ATTACHMENTS*** that enumerate hazard-specific responses. Based on the hazards identified and prioritized by the City of Cranston, they recommend modifications to operations and procedures identified in the annexes.

Individuals and agencies assigned emergency responsibilities within this plan are urged to prepare appropriate supporting Standard Operating Procedures (SOP), some of which are "For Official Use Only" and therefore are not appended to this plan. Such procedures, standing orders, checklists and call-down lists shall be periodically reviewed and updated in order to maintain an acceptable level of preparedness.

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BASIC PLAN

SECTION 1.0 PURPOSE

This Basic Plan addresses the City of Cranston's planned response to extraordinary emergency situations associated with natural disasters, technological incidents, Terrorism and Weapons of Mass Destruction (WMD). It provides operational concepts relating to various emergency situations, identifies components of an organized emergency response and describes the overall responsibilities and actions required to save lives, protect property, and mitigate suffering.

The plan predetermines, to the maximum extent possible, actions to be taken by the City of Cranston, both by its elected and appointed officials, the Cranston Emergency Management Agency (EMA), and by cooperating private organizations, to help prevent or minimize effects from disasters. This plan also recognizes the four phases of Emergency Management (EM).

If this plan is to be effective, its contents must be known and understood by those who are responsible for its implementation. The City of Cranston's Emergency Management Director will brief the appropriate local officials concerning their roles in emergency management and in particular their responsibilities as described in this plan upon approval.

This plan may be activated, from time to time, in the form of an exercise (simulated emergency) in order to provide practical controlled emergency operations experience to those who have direction and control responsibilities and to ensure local readiness.

This plan will be executed upon order of Cranston's Mayor, Emergency Management Director, or duly authorized representative upon the existence or threat of a local emergency.

This plan may also be activated, at the time of an actual disaster event, under any of the following conditions:
  ➢ When proclaimed by the Mayor
  ➢ When the Governor of Rhode Island has proclaimed a "State of Emergency" in an area which includes the community
  ➢ On receipt of Department of Homeland Security (DHS) threat level Red.
  ➢ By a Presidential Declaration of a National Emergency.

This plan shall be effective upon approval by the Mayor. This plan applies to all City of Cranston agencies, boards, commissions, and departments assigned emergency responsibilities.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

2.1.1 Specific Hazards

The City of Cranston has identified and prioritized hazards that can affect the community. This process forms the basis for this plan. Based upon history, vulnerability, threat and probability, the following hazards were identified in order of priority:
  ➢ Hazardous Materials Incidents
  ➢ Severe Weather
  ➢ Widespread Power Outage
  ➢ Hurricanes
  ➢ Flooding and Dam Failure
  ➢ Radiological Accidents

All hazards of significance as listed above have destructive and/or disruptive potential, and will place demands on response resources available to the city. Other hazards may affect the City of Cranston such as Terrorism and Weapons of Mass Destruction.

Threats from foreign governments and terrorist groups cannot be taken lightly. Advances in weapons lethality and sophistication, the open nature of a democratic society, and the vulnerability of Rhode Island's critical facilities and networks combine to form an environment which poses extreme problems and unique challenges. The City of Cranston has examined critical facilities within the community with the intent of setting priorities for the deployment of law enforcement officials if the municipality is ever confronted with a terrorist threat and/or when threat levels are raised.

2.1.2 Capability and Resources

The City of Cranston has both the capability and sufficient resources, if effectively employed, to prevent or limit the loss of life and damage to property in the event of an emergency or major disaster. Emergency operations will include mutual aid but will not be entirely dependent on it. Military assistance, if available, will complement, not substitute for local civil action.

Cranston has the following capabilities and resources:
  ➢ City Administration
  ➢ Law Enforcement (Police Department)
  ➢ Fire Department
  ➢ Emergency Medical Services (EMS)
  ➢ Public Works
  ➢ Emergency Management Agency

The City of Cranston is not served by private services for fire, EMS or ambulance.

These resources can be effectively employed to minimize or eliminate the loss of life and damage to property in the event of an emergency or major disaster. This plan attempts to organize day to day functions into Emergency Operations functions.

2.1.3 Infrastructure and Services

A map of the City of Cranston with critical facilities identified and a listing of critical city facilities is attached to this plan. See Appendix 1. Other municipal facilities that are relevant to emergency management are also included.

The City of Cranston is served by the following major highways:
- ➢ Interstate Highways
  - o 95
  - o 295
- ➢ US Highways
  - o 1
  - o Alternate 1
- ➢ State Highways
  - o 2
  - o 5
  - o 10
  - o 12
  - o 14
  - o 37
  - o 51
  - o 117

Critical links to the city include routes I-95, I-295, 5, and 10.

Cranston is served by several means of public transportation. Rhode Island Public Transit Authority (RIPTA) provides bus service to communities in Rhode Island. Rhode Island's T.F. Green Airport, located in Warwick, was recently expanded and upgraded. It provides domestic jet service nationwide via Southwest, United, American, Delta, Northwest, and Continental Airlines. Amtrak provides train service from stations in Kingston and Providence.

Cranston is served by the following utilities:
- ➢ Electricity is supplied by Narragansett Electric
- ➢ New England Gas Company is the natural gas supplier
- ➢ Water is supplied mostly from the Providence Water Supply Board and from private wells.
- ➢ Waste water facilities are city owned and managed by PSG.
- ➢ Telephone Service is provided by Verizon.
- ➢ Cox provides cable television service

2.2 ASSUMPTIONS

The City of Cranston is likely to request all available outside assistance in most disaster situations. Plans to coordinate this assistance with city resources have been developed. This plan is based on Cranston planning for, and being prepared to carry out, disaster response and short-term recovery operations on an independent basis.

Disasters can occur with or without public warning. The city can increase its readiness for such events through the use of preparedness measures such as testing, completing drills and exercising plans.

The possible occurrence of an emergency or major disaster requires that officials of Cranston's Emergency Management Agency and the emergency staff of other government agencies, be

aware of and be ready to execute this plan. City officials will fulfill their responsibilities during a disaster by executing this plan and will gather as an Emergency Response Team (ERT) at the EOC.

The proper execution of this plan will serve to reduce or prevent the loss of life and damage to property.

It may be necessary to request assistance available through organizations, private enterprise, or state and federal resources, depending on the severity and magnitude of the disaster situation. To this end, necessary mutual aid agreements have been formulated.

SECTION 3.0 CONCEPT OF OPERATIONS

3.1 PHASES OF EMERGENCY MANAGEMENT

Although at times, state or federal assistance may be available, it is the responsibility of each department or agency head in the City of Cranston to meet the emergency needs of anyone who has been affected by an emergency or major disaster. City government has the primary responsibility for overseeing the phases of emergency management.

3.1.1 Mitigation

Mitigation activities are those actions designed to either prevent the occurrence of an emergency or those long-term activities intended to minimize the potentially adverse effects of an emergency.

3.1.2 Preparedness

Preparedness activities, programs, and systems are those that exist prior to an emergency and are used to support and enhance response to an emergency or disaster. Planning, training, and exercising are among the activities conducted under this phase.

3.1.3 Response

Response activities are designed to address the immediate and short-term effects of the onset of an emergency or disaster. It helps to reduce casualties and damage and to speed recovery. Response activities include direction and control, warning, evacuation, shelter, and other similar emergency operations.

3.1.4 Recovery

Recovery is the phase that involves restoring systems to normal. Short-term recovery actions are taken to assess damage and return vital life support systems to minimal operating standards. Long-term recovery actions may continue for many years and take into consideration appropriate mitigation measures.

3.2. CITY OF CRANSTON

3.2.1 Chief Executive Official (CEO)

The Chief Executive Official (CEO) for the City of Cranston is the Mayor.

Cranston's Mayor is ultimately responsible for protecting lives and property in an emergency or disaster situation. By law, the Mayor leads the Emergency Response Team (ERT) and has the

authority to direct operations within the City of Cranston in the event of a disaster. The CEO's responsibility is to minimize the loss of life and reduce property damage. Restoration of property during the recovery phase will require close cooperation and coordination with the Cranston Emergency Management Agency (EMA).

The Mayor has the authority to "Declare a State of Emergency", for the City of Cranston. A sample form for the Declaration of a Local Disaster is included in Appendix 5.

The initial response in an emergency will be by the City of Cranston utilizing its own resources. When assistance from outside the community is required, it will be requested by the execution of mutual aid agreements with other jurisdictions and agencies identified in this plan. Should there be a need for public shelters; Cranston's agreement with the American Red Cross (ARC) will be exercised. Should State assistance be required, specific requests shall be routed to the Rhode Island Emergency Management Agency (RIEMA). If the level of assistance is beyond the State of Rhode Island's capabilities, RIEMA will coordinate requests to the Rhode Island National Guard and the Federal Emergency Management Agency (FEMA). RIEMA can also assist by coordinating a request for a presidential declaration for an emergency or major disaster declaration.

Depending upon the severity and magnitude of the emergency, it may be necessary to suspend some routine municipal activities. During and shortly after an occurrence, a determination whether to divert resources into response and short-term recovery activities will be made.

3.2.2 Emergency Operations Center (EOC)

The EOC has been established at Fire Department Headquarters, 301 Pontiac Avenue, to provide a central location where the Mayor and senior decision-makers will gather to provide a coordinated response. These decision makers make up the Emergency Response Team (ERT). Additional information is included in Direction and Control, Annex A.

An Alternate Emergency Operations Center (AEOC) has been established at the Cranston Senior Services Center, 1070 Cranston Street.

The City of Cranston has adopted the Incident Command System (ICS) to command, control and coordinate the use of emergency management resources and responder personnel. Direction and control operations will be conducted from the Emergency Operations Center (EOC).

An alternate EOC has been established and is located at the Police Station, 275 Atwood Avenue.

The Department of Homeland Security (DHS) has developed a five tier warning system to alert the nation of impending threats to the country's security. During the two highest threat levels (orange and red), the EOC will be placed on standby whenever the warning alert level is Red.

The Organization and Assignment of Responsibilities section contains emergency management functional assignments. These functions closely parallel regular day-to-day duties. Available material resources and personnel will be employed to the fullest extent possible before seeking outside assistance. Additional information is included in Responder Roles and Responsibilities, Annex I.

3.2.3 Special Needs Population

The special needs of the handicapped and elderly must be met by the City of Cranston's officials and emergency personnel. The Rhode Island Departments of Human Services and Elderly Affairs maintain current listings of disadvantaged groups and citizens. In the City of Cranston, the Emergency Management Agency also maintains a confidential list of special needs individuals known to the community and has also identified facilities that house such groups. Additional information is included in Health and Medical, Annex G.

Additionally, the city maintains preprinted emergency information for the benefit of citizens whose primary language is not English.

3.2.4 Records

Preservation of important records, to ensure continued municipal operations both during and following major disasters, is the responsibility of the elected and appointed officials. Legal documents of both a public and private nature recorded by a designated official (i.e., City of Cranston clerk, tax assessor, tax collector) must be protected and preserved in accordance with State and City of Cranston public laws. (Examples of records that must be preserved are: ordinances, resolutions, and minutes of meetings, land deeds, and tax records.)

3.3 STATE AND REGIONAL RELATIONSHIPS

3.3.1 Operational Areas (OA's)

Each of the thirty-nine (39) cities and towns in the State of Rhode Island is designated as a separate operational area. The City of Cranston is an "operational area" in itself, yet it could be part of a countywide or statewide system for managing major emergency operations depending upon the area of damage.

3.3.2 County

The City of Cranston is located in Providence County. While county government is of little consequence in Emergency Management response in Rhode Island, both FEMA and Small Business Administration (SBA) make Disaster Designations by County, so it is important to insure that damage assessments be collected county-wide and forwarded to the State.

3.3.3 Mutual Aid

The City of Cranston maintains certain mutual aid agreements with other jurisdictions to coordinate provisions of mutual assistance across municipal boundaries during emergencies.

3.3.4 State Support

The State of Rhode Island Emergency Management Agency (RIEMA) will coordinate state level emergency operations. In case of a major disaster, RIEMA plays an important role providing direct support to the local level and in serving as a conduit for obtaining and providing resources from state agencies and from outside the state.

3.4 FEDERAL RELATIONSHIPS

The Federal Emergency Management Agency (FEMA) has a regional office located in Boston, MA that serves Rhode Island as the main federal government contact during natural disasters and national emergencies. The Federal Regional Response Plan (FRP) may be activated when there is imminent threat of a major disaster. The Federal Regional Center (FRC) and FEMA Region I EOC are located in Maynard, MA.

3.5 MILITARY SUPPORT

Military support to civil authorities is accomplished as follows: The Joint Forces Headquarters (JFHQ) will accept requests for military support only from the State Emergency Management Agency when communications are functioning. When communication systems are inoperative, local governments may request assistance, when all local capabilities have been exhausted, directly.

Military assistance is meant to complement and not be a substitute for local participation in emergency operations. Military forces, if made available, will remain at all times under military command, but will support and assist City of Cranston forces. Mission-type requests shall be formulated, to include objectives, priorities, and other information necessary to accomplish what is needed in the City of Cranston. Memorandum(s) of Agreement, arranged through RIEMA, may be necessary, when equipment loans are required.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 STATE AUTHORITY

4.1.1 Emergency Authority-State of Rhode Island

Authority for emergency actions and powers are in Section 30, Chapter 30-15, General Laws of Rhode Island, as amended. Examples of such authorities are:
  ➢ Executive Orders
  ➢ Emergency Agreements and Understandings
  ➢ Declaration of State of Emergency
  ➢ Forced Evacuation
  ➢ Emergency Contracts and Expenditures
  ➢ Certain Liability Protection

The Rhode Island Emergency Management Agency has the overall responsibility for coordinating State level disaster operations. The agency will be expecting Situation Reports from all communities as it formulates reports to the Governor and FEMA. An example Situation Report is included in Appendix 5.

4.2 EMERGENCY AUTHORITY - CITY OF CRANSTON

4.2.1 Local Emergency Management Organization

The City of Cranston's Emergency Management Agency was formed under City Ordinance, Section 10-29. *Establishment And Duties Of Defense Civil Preparedness Division.*

> *"There shall be established in the fire department a defense civil preparedness division. This division shall be under the control of the chief of the department, staffed by a police captain, who shall serve as deputy director of the defense civil preparedness division with the general supervision of all defense civil preparedness duties and operations as required by the General Laws of the State of Rhode island and in addition thereto he shall perform any other duties as assigned by the chief. (Ord. No. 77-118,§1.)"*

Cranston's Emergency Management Agency, at the direction of the Mayor, will coordinate the existing departments that have emergency management responsibilities with the resources of private organizations having emergency management functions.

The Cranston Emergency Management Agency is responsible for implementing policies related to emergency management programs and activities.

The leader of each City of Cranston department or agency directs its own primary responsibilities consolidated under the Mayor. During emergency operations, support activities provided to other departments or agencies are coordinated by the Cranston Emergency Management Director to maximize results.

Emergency functions at the City level are accomplished by most departments/agencies, in addition to normal duties. Such emergency functions closely parallel or complement normal day-to-day activities. Each Cranston department/agency is responsible for developing and maintaining its own emergency Standard Operating Procedures, some of which may be confidential on a need to know basis. Specific responsibilities are outlined and further defined in Annex I, Responder Roles and Responsibilities.

4.2.2 CEO Duty and Power

As CEO, the Mayor has the ultimate responsibility for direction and control over City of Cranston activities related to emergencies and disasters. Whenever a disaster emergency has been declared in the City of Cranston, the Mayor may order the Emergency Operations Center (EOC) opened; or if conditions prevent, use of the alternate EOC.

Subject to any applicable requirements for compensation under Title 30, *Section 30-15-11 of the Rhode Island State Law*, the Mayor may:
  ➢ Commandeer or utilize any private property deemed necessary to cope with the disaster emergency.
  ➢ Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the jurisdiction if such action is deemed necessary for the preservation of life, take other disaster mitigation, response or recovery measures.
  ➢ Prescribe routes, modes of transportation, and destinations in connection with evacuation.
  ➢ Control ingress and egress to and from a disaster area, the movement of persons within the area, and the occupancy of premises therein.
  ➢ Suspend or limit the sale, dispensing or transportation of alcoholic beverages, firearms, explosives and combustibles.

In the event that the City of Cranston becomes isolated from the State government and all communications with higher authority within the State have been disrupted due to a disaster emergency, the Mayor may do all things necessary to effectively cope with the disaster that are consistent with the provisions of applicable State Statues.

The Mayor shall have powers and duties with respect to disaster preparedness similar to those of the Governor on the State level, not inconsistent with other provisions of law.

Upon delegation of authority by the Mayor, the director of the Cranston Emergency Management Agency acts on behalf of the Mayor in coordinating and executing City of Cranston activities to cope effectively with the situation.

4.3 RESPONSIBILITIES

4.3.1 Cranston Response Functions

Table 1 provides a matrix identifying primary / support responsibilities for the response functions identified in the annexes of this EOP. Annex I (Responder Roles and Responsibilities) provides a detailed delineation of duties and responsibilities for each of the major organizations and individuals identified below:

➢ **Office of the Chief Executive Official (Mayor):** Responsible for overall response and recovery operations
➢ **Law Enforcement:** Manages law enforcement resources and associated operations
➢ **Fire Department:** Manages fire department resources and associated operations. Serves as the Emergency Management Director and EOC Manager.
➢ **Health and Medical Coordinator:** Directs local Health and Medical first response operations
➢ **Public Works Department:** Manages public works resources and associated logistical operations
➢ **Emergency Management Director:** Coordinates the establishment and maintenance of an effective local emergency management program dealing with the four phases of Emergency Management. These duties are picked up by the Fire Chief.
➢ **EOC Manager:** Ensures that the EOC operates under all conditions, 24/7 during a declared disaster. These duties are picked up by the Fire Chief.
➢ **Communications Officer:** The individual responsible for all local emergency communications
➢ **Warning Officer:** Provides a system for warning citizens of impending emergency conditions. These duties are picked up by the Police Dispatcher.
➢ **Public Information Officer (PIO):** The individual designated to deal with the media. These duties are picked up by the Mayor's Office.
➢ **Evacuation Coordinator:** Coordinates all evacuation planning with the EM Director. These duties will be assigned during a disaster.
➢ **Mass Care Coordinator:** Manages Mass Care activities during emergencies
➢ **Resource manager:** Single point of contact for personnel, equipment and supplies; coordinates resource planning with the EM Director
➢ **Superintendent of Schools:** Manages all school issues including student safety and use of school property and resources
➢ **Animal Care and Control:** Manages all issues relating to animals
➢ **Financial Officer:** Ensures expenditures and costs associated with disasters are recorded and paid for

Table 1 – Organizational Responsibilities for Response Functions

	1. Chief Executive Official	2. Law Enforcement	3. Fire Department	4. Health & Medical Coordinator	5. Public Works	6. Emergency Management Director	7. EOC Manager	8. Communications Officer	9. Warning Officer	10. Public Information Officer	11. Evacuation Coordinator	12. Mass Care Coordinator	13. Resource Manager	14. Superintendent of Schools	15. Animal Control Officer	16. Financial Officer
Direction and Control	P	P/S	P/S	P/S	P/S	S	(6)	S	(2)	(1)	S	S	S	S	S	S
Communications	S	S	S	S	S	S	(6)	P	(2)	(1)	S	S	S	S	S	S
Warning	S	P	S	S	S	S	(6)	S	(2)	(1)	S	S	S	S	S	S
Emergency Public Information	P	S	S	S	S	S	(6)	S	(2)	(1)	S	S	S	S	S	S
Evacuation	S	S	S	S	S	S	(6)	S	(2)	(1)	P	S	S	S	S	S
Mass Care	S	S	S	S	S	S	(6)	S	(2)	(1)	S	P	S	S	S	S
Health and Medical	S	S	S	P	S	S	(6)	S	(2)	(1)	S	S	S	S	S	S
Resource Management	S	S	S	S	S	S	(6)	S	(2)	(1)	S	S	P	S	S	S

Key:
P   Primary Responsibility
S   Support Responsibility
P/S   Depending on the nature and scope of the emergency, some jurisdictions will put one of these agencies in charge.
(#)   Position not assigned, responsibilities assumed by position (#)

4.3.2 State/Federal Support Functions(RIEMA/FEMA)

The following Emergency Management activities can be provided by State and Federal resources and used to supplement local resources:
Damage Assessment (FEMA Public Assistance, RI DOT engineers, Coastal Resources Management Council)

➢ Human Services (Crisis counseling, etc.)
➢ Law Enforcement (State Police, Military Police)
➢ Health and Medical Services (RI DOH, Medical Examiner, Laboratory Services, Quarantine Control, Mental Health Services)
➢ Resources (Equipment, Personnel, Supplies, Warehousing, Donations)
➢ Financial Assistance (Record keeping, matching funds and grants)
➢ Training and exercises (Overseen by RIEMA)
➢ At the Governor's request, Presidential Emergency/Disaster Declarations are made in the following categories:
    o Public Assistance:
        ▪ Category A   Debris Removal
        ▪ Category B   Protective Measures
        ▪ Category C   Roads and Bridges
        ▪ Category D   Water Control Facilities
        ▪ Category E   Public Buildings
        ▪ Category F   Public Utilities
        ▪ Category G   Other

- o Individual Assistance:
  - Disaster Housing Program
  - Individual and Households Program
  - Disaster Unemployment Assistance
- o Mitigation**:** Hazard Mitigation grants can be applied for by any community in any county following a disaster declaration.
- o Small Business Administration (SBA): Has several assistance programs; SBA also designates assistance following disasters, by county.

5.0 ADMINISTRATION AND LOGISTICS

5.1 ADMINISTRATION

Some local administrative procedures may be suspended, relaxed, or made optional under threat of disaster. Such actions should, however, be carefully considered, and the consequences should be projected realistically. Clearly, it is desirable that there needs to be proper administration to facilitate operations in order to carry out appropriate disaster response actions. The following considerations need to be addressed. Management and administrative needs, general support requirements, availability of services, record-keeping and logistics related to an emergency. Certain other areas of concern are detailed in annexes to this plan. Any necessary departures from business-as-usual methods should be noted.

The Mayor may direct the procurement of supplies and equipment required by City of Cranston departments during disasters. Legal authority required for such procurement is found in General Laws of Rhode Island, Title 30, Chapter 30-15. A receipt shall be given to the owner or possessor of the property on items being requisitioned.

City government employees with emergency responsibilities and similarly authorized non-governmental organizations should provide their employees with an identification card or pass which includes a picture. In addition, volunteers that come forward during disaster should be duly enrolled, have background checks completed and are issued an identification card. A sample Cranston Emergency Response Team EMA Volunteer identification card is shown in Appendix 5. Volunteer enrollment forms are not used.

5.1.1 Records and Reports

During emergency conditions, the City of Cranston Emergency Management Agency will provide frequent Situation Reports to the State EOC, by the most practical means, normally by telephone or radio, reporting local information related to the disaster. An example situation report is included in Appendix 5.

Responsibility for submitting the City of Cranston's post-disaster report to RIEMA rests with the Mayor.

Records of expenditures and obligations during emergency operations must be maintained by the City of Cranston employing its own bookkeeping procedures. Emphasis must be placed on meeting applicable audit requirements.

The State of Rhode Island and the City of Cranston's Emergency Management Agency will request reports from relief agencies and other non-governmental organizations, for inclusion in

City Situation Reports. Narrative and log-type records of response actions are required. Reports required or requested will be submitted in accordance with Federal, State and City directives.

5.1.2 Consumer Protection

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

5.1.3 Nondiscrimination

There will be no discrimination on grounds of race, color, religion, nationality, sex, age, or economic status in the execution of disaster preparedness or disaster relief and assistance functions. This policy applies equally to all levels of government, contractors, and labor unions. The Mayor will designate a civil rights compliance officer, as necessary.

5.1.4 Environmental Policy

The Department of Environmental Management (DEM) will assist local, state, and federal agencies in the implementation of the National Environmental Policy Act. Environmental policy will be followed particularly with respect to debris removal and disposal.

5.1.5 Availability of Materials

 The FEMA Regional Director may, at the request of the Governor, provide for a survey of materials needed in a disaster-affected area and take appropriate action to ensure the availability and fair distribution of such resources. Requests to the Governor should be made from the Mayor via the RI Emergency Management Agency using the best available communications.

5.1.6 Duplication of Benefits

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

5.1.7 Use of Local Firms

When major disaster assistance activities are carried out by contract or agreement with private organizations, firms, or individuals, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals residing or doing business primarily in the affected area.

5.1.8 Management of Personnel (Paid and Volunteer)

Personnel, both paid and volunteer, who shall be killed or sustain disability or injury while in training for or on disaster response duty shall be construed to be employees of the State of Rhode Island, any other provisions of the law to the contrary notwithstanding, and shall be compensated in like manner as State employees are compensated under the provisions of Chapters 29 to 38, of Title 28 of the General Laws.

5.1.9 Agreements and Understandings

Should the City of Cranston resources prove to be inadequate during emergency operations, requests may be made for assistance from other local jurisdictions, higher levels of government, and other agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements and understandings will be entered into by duly authorized officials and will be formalized in writing whenever possible.

5.2 LOGISTICS

All City of Cranston government personnel with an emergency operating responsibility who requisition supplies should use a receipt system that indicates date, items requisitioned, establishment providing resources, and requisitioning agent. Personnel who requisition property, supplies or equipment will keep a duplicate copy of receipts given, as a basis for later settlement of claims.

All checkpoints and mobile units should be provided with a listing of critical facilities that must be kept in operation during emergencies.

6.0 PLAN DEVELOPMENT AND MAINTENANCE

Cranston's Mayor will be responsible for ensuring that an annual review of this plan is conducted by all involved officials. The primary responsibility for coordinating any revision of this plan belongs to the Emergency Management Director, who is charged with keeping its Annexes and Attachments current and ensuring that SOPs and other reference documents are maintained. All agencies will be responsible for the maintenance of their respective segments of the plan.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made. All revisions to the plan will be properly recorded on the Record of Changes included at the front of the Basic Plan. The Emergency Management Director will maintain a distribution listing of who has copies of the plan and provide copies to RIEMA. This will that insure new changes will be distributed properly to those holding copies of the plan.

Leaders of each City of Cranston emergency service have the responsibility for maintaining internal plans, separately promulgated Standing Operating Procedures (SOPs), and resource data to ensure prompt and effective response to disaster.

7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
➤ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
➤ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended
➤ *The Superfund Amendment and Re-authorization Act of 1986, (SARA) Title III, as amended, Emergency Planning and Community Right-To-Know.*

7.1.2 State
General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
➤ This Plan is authorized under authority of the Emergency Management Agency established by Ordnance Section 10-29, *Establishment and Duties Of Defense Civil Preparedness Division*, passed by the City of Cranston

7.2 REFERENCES

➢ *Emergency Operations Plan*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
➢ *Emergency Operating Center Handbook*, CPG 1-20, with Change 1, Washington: FEMA, 1989
➢ *Objectives For Local Emergency Management*, CPG 1-5, Washington, DC, FEMA 1984
➢ *Guide For All-Hazard Emergency Operations Planning,* State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
➢ *Guide For Increasing Local Government Civil Defense Readiness During Periods Of International Crisis*, SLG 100, FEMA, September, 1996

8.0 SELECTED DEFINITIONS

ANNEX - Annexes to an Emergency Operations Plan provide detailed information regarding policies, responsibilities, and procedures about mitigation, preparedness, response, and recovery activities associated with a given emergency operation. The annexes are integral components of the Emergency Operations Plan (EOP) that develop specific information on a particular emergency function in a format that parallels that of the basic plan. Annexes are action oriented, with the focus on emergency operations, and serve as a planning scenario for identifying preparedness actions that ensure a timely and effective response to emergency and disaster situations.

BASIC PLAN - The Basic Plan portion of an Emergency Operations Plan establishes general policies, responsibilities, and procedures for implementing integrated emergency management response in an emergency or disaster situation.

CRISIS MANAGEMENT - This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism

CONSEQUENCE MANAGEMENT- Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.

CONTINUITY OF GOVERNMENT (COG) /CONTINUITY OF OPERATIONS (COOP) - All measures that may be taken to ensure the continuity of essential functions of Governments before, during or after an all hazard event, including terrorism and the use of Weapons of Mass Destruction.

EMERGENCY MANAGEMENT (EM) - The organized analysis, planning, decision making, assignment, and coordination of available resources to the mitigation of, preparedness for, response to or recovery from emergency of any kind, whether from attack, manmade, or natural sources.

EMERGENCY MANAGEMENT FUNCTIONS - Basic emergency management functions are those capabilities determined by FEMA to be necessary for effective emergency preparedness and response by local government. Certain functions or activities should be undertaken in relation to the hazards that potentially face the jurisdiction. The existing capability is operationally described by a sequence of anticipated actions intended to address the most likely disasters confronting the jurisdiction.

EMERGENCY OPERATIONS CENTER (EOC) - The site from which civil government officials (municipal, state, or federal) exercise direction and control operations is called an Emergency Operations Center (EOC).

EMERGENCY OPERATIONS PLAN (EOP) - A document which focuses on how a jurisdiction will respond to disaster events. The plan states the method for taking coordinated action to meet the needs of an emergency situation. The Emergency Operations Plan (EOP) consists of a Basic Plan and several Annexes. FEMA approves EOPs for compliance with current guidance. State or local government Emergency Operations Plans identify the available personnel, equipment, facilities, supplies, and other resources in the jurisdiction and state the method or scheme for coordinated actions to be taken by individuals and government services in the event of natural, manmade and WMD disasters.

EMERGENCY OR DISASTER - An occurrence threatening the health, safety, or property of a community or larger area. Emergencies are categorized as being natural or technological. Examples include hazardous materials accidents, earthquakes, winter storms, floods, transportation accident, hurricanes, or urban fires. Emergencies may be handled with local resources. Disasters require aid beyond the local resource capability.

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) - At the federal level of government, FEMA is involved in mitigation, preparedness, response, and recovery activities. FEMA, in conjunction with State Government, provides planning assistance, training events, exercise programs, and research on the latest mitigation measures. FEMA makes funds available for disaster response and recovery activities, provides disaster assistance services, and makes low cost disaster insurance available to individuals and businesses. FEMA also coordinates emergency operations to insure continued government at the Federal level in a national or regional emergency.

EMERGENCY OPERATIONS CENTER (EOC) - A site from which the head of government and other selected officials can exercise direction and control in an emergency.

STANDING ORDERS / STANDARD OPERATING PROCEDURES (SOP) - A set of instructions having the force of a directive, covering those features of emergency operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

TERRORISM - The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States.

WARNING - The alerting of public officials, emergency support services, and the general public to the threat of extraordinary danger and the related effects of both enemy caused and natural disasters.

WEAPONS OF MASS DESTRUCTION (WMD) - Any explosive, incendiary or poison, gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above, poison gas; weapon involving disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX A
DIRECTION AND CONTROL

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
DIRECTION AND CONTROL

TABLE OF CONTENTS

ANNEX A
DIRECTION AND CONTROL

1.0 PURPOSE

Direction and control from an Emergency Operations Center (EOC) is an emergency management function. This Annex addresses the City of Cranston's planned actions during the three stages of emergency operations from the EOC.

2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

The City of Cranston has established an Emergency Response Team (ERT) that reports to the EOC to provide direction and control of all operations during a disaster or emergency. See the organization chart in Appendix 2.

In order to summon key staff necessary for Emergency Operations, a call down list has been established and tested. The call down list used by the City of Cranston is referenced in Appendix 2, however it is a separately maintained document that is available on a need to know basis. An example of the form is included in Appendix 5.

Portions of the EOC are used on a day-to-day basis to assure readiness.

2.2 ASSUMPTIONS

The City of Cranston is equipped for day-to-day operations; however certain disaster emergencies may easily overwhelm local resources.

Some disasters can occur with or without public warning. When warning is available, preparedness measures may be exercised prior to the occurrence of some emergencies.

There is always the possibility that the EOC may sustain damage in an emergency, therefore an alternate EOC has been identified.

3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to direction and control in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures (SOPs) and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

1

3.1 NORMAL OPERATIONS

Comprehensive emergency management activities in the City of Cranston include planning that provides for all four phases of emergency management. As the Chief Executive Official (CEO), the Mayor has the ultimate responsibility for emergency management in the City of Cranston. The Cranston Emergency Management Director serves on the staff of the Mayor.

Under normal day-to-day operations, direction and control will be exercised by City of Cranston officials, from their normal office locations. Direction and control will be transferred to the EOC when it is activated and the Mayor assumes command at that location.

3.2 EMERGENCY OPERATIONS CENTER (EOC)

The Cranston Emergency Management Agency assumes primary direction and control activities at the EOC located at the Fire Department Headquarters, 301 Pontiac Avenue. The Cranston ERT and staff assigned to the EOC will report when notified by the Local Warning Point (LWP). Details are spelled out in Annex C, Warning.

The City has adopted the Incident Command System (ICS) for emergency operations, both at the EOC and in the field. The Cranston EOC has been equipped with large local maps, and a Situation Room has been identified so that Key Officials can make decisions as a team. Since assistance from outside the community may be required, both telephony and radio communications are in place and functioning (See Communications, Annex B).

3.3 STAGES OF EMERGENCY OPERATIONS

3.3.1 Readiness

This stage closely parallels the *Preparedness* phase of Emergency Management. Preparedness activities, programs, and systems are those that exist prior to an emergency and are used to support and enhance response to an emergency or disaster. EOC maintenance, planning, training, and exercising are among the activities conducted under this phase. If the National Threat level is raised, the EOC may be required to move into the stand-by mode.

3.3.2 Operations

This stage relates to the opening and staffing of the EOC, shortly before or during *Response*. It helps to reduce casualties and damage and speeds recovery. Response activities include direction and control, warning, evacuation, mass care, and other similar emergency operations.

Typical EOC command orders issued during operations are:
- Issue pertinent Emergency Public Information (EPI)
- Suspension of certain government services (No school announcement)
- Cancel any public events that might endanger lives
- Ensure evacuation routes are open, provide transportation along routes
- Alert and notify all organizations involved in response operations to report
- Conduct damage assessment to determine scope of situation
- Manage personnel such that 24 hour operations are practical
- Request outside assistance when local resources appear exhausted
- Ensure that EOC workers are fed and cared for
- Provide the State EOC with frequent situation reports

3.3.3 Stand-Down

Operations are either reduced or terminated and the EOC is returned to stand-by. A summary of lessons learned and a critique of operations should be conducted during this phase.

3.4 CONTINUITY OF OPERATIONS (COOP)

3.4.1 Alternate EOC

To ensure that Directional and Control can always be accomplished in the City of Cranston, an alternate facility may be necessary. The City has selected the Cranston Senior Services Center, 1070 Cranston Street as the alternate facility. A vehicle should be made available to the ERT at the primary EOC in the event the staff, equipment and supplies must be relocated to the alternate EOC.

3.4.2 On-Scene Control

Some situations may not require opening the EOC and an on-scene control system may be used instead of a centralized system. Large fires and HAZMAT release are typical examples where on-scene control may actually be more appropriate. In all cases, the Incident Command System (ICS) is used to provide overall management of the Incident Site including public safety and public information actions. Forms useful in the field under the Incident Command System are included in Appendix 5.

3.4.3 Transition Considerations

For some emergencies, the establishment of an Incident Command site may not be practical during the initial response phase. Several actions may be necessary before first responders can move into the scene. In such cases, many command decisions may be made at the EOC. When safe, control may be terminated at the EOC and transferred to the scene.

Some emergencies can escalate into large-scale disasters where multiple incident sites are initially established. In order to better coordinate response actions, the multiple sites can transfer control to the EOC.

Once the Incident Commander (IC) determines first responders are no longer required at the scene, direction and control from an incident site can be transferred to the EOC (if activated) and the Mayor assumes direction and control at that location.

3.5 CONTINUITY OF GOVERNMENT (COG).

Effective comprehensive emergency management operations depend upon two important factors to ensure continuity in government from the highest to the subordinate levels:
- ➢ Lines of succession for officials, agency heads and critical personnel
- ➢ Preservation of records

3.5.1 Succession Of Command

The State of Rhode Island is divided into thirty-nine municipalities consisting of thirty-one towns and eight cities. Each municipality establishes its own succession of command. In the City of Cranston, the succession of command for orderly Continuity of Government (COG) is as follows:
- ➢ Mayor
- ➢ A department head designated by the Mayor if for less than 10 days
- ➢ President of the City Council

➢ Vice President of the City Council

The line of succession to the emergency management director is as follows:
➢ Emergency Management Director
➢ Deputy EMA Director
➢ Assistant Fire Chief

The line of succession to each department head is according to the standard operating procedures established by each department (i.e. Chief, Deputy Chief). Accordingly, lines of succession for those designated to report to the EOC have also been established by the Cranston Emergency Management Agency.

3.5.2 Preservation Of Records

Preservation of important records, to ensure continued municipal operations both during and after major disasters, is the responsibility of elected officials and municipal leaders. Legal documents of both a public and private nature recorded by a designated official (i.e. City Clerk, Tax Assessor, Tax Collector) must be protected and preserved in accordance with State and local law.

Copies of records created during emergency operations shall be duplicated and stored in different facilities, in case of fire or other hazards.

3.6 INTER-JURISDICTIONAL RELATIONSHIPS

In most cases, the primary first responders to a local emergency will be from the City of Cranston. On occasion, State Police or other first responders may be first on the scene due to happenstance.

Many communities do not have all necessary resources available for all situations and assistance may be requested from the state, through the Rhode Island Emergency Management Agency (RIEMA) or from the federal level (FEMA) through communications with RIEMA.

There may be an immediate need for requesting additional help such as Life-Flights, State Medical Examiner, State DEM, HAZMAT technicians, or other functions not available in the mix of city functions. All such requests for assistance shall take into account liability, cost, proximity, and the formulation of Mutual Aid Agreements, Memorandums of Understanding or written requests for help.

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general direction and control responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, SOPs and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL (CEO)

➢ Activate EOC when appropriate
➢ Direct tasked organizations to ensure response personnel report to appropriate locations
➢ Provide overall direction of emergency response operations as Incident Commander (IC), until an emergency scene is established
➢ Direct implementations of public actions deemed appropriate for public safety
➢ Order termination (Stand-down) and release of personnel

4.2 FIRE DEPARTMENT

➢ Send response teams and equipment to the Incident Site
➢ Send decision maker to the EOC, usually the Chief
➢ Senior firefighter may perform IC duties at the Incident Site, if appropriate
➢ Notify EOC of situation as response unfolds
➢ Manage fire/rescue resources, directs fire operations; defines the area at risk
➢ Inform response team members about health risks so that proper turnout gear is worn by first responders
➢ Ensure that decontamination is in place before ordering responders into hot zones; monitor the environment and response personnel
➢ Assist in evacuations that may be required
➢ Search impacted area to find and remove dead/injured, secondary devices and inspect and report damage

4.3 EMERGENCY MEDICAL SERVICES (EMS)

➢ Send Response teams and equipment to the Incident Site
➢ Notify EOC of situation as response unfolds
➢ Manage emergency medical resources, directs operations related to treating the injured

4.4 LAW ENFORCEMENT

➢ Send response teams and equipment to the Incident Site
➢ Send decision maker to the EOC, usually the Chief
➢ Sr. Police Officer may perform IC duties at the Incident Site, if appropriate
➢ Notify EOC of law enforcement issues from the scene
➢ Restrict, re-rout, direct and/or control traffic during emergency operations. Closures to be coordinated with Public Works (barriers)
➢ Provide security for teams working in the area effected by the emergency
➢ Assist in conducting damage assessment
➢ Secure and protect evidence found at the incident site
➢ Control access to the incident site areas, watch for looting
➢ Integrate state and federal authorities into the on-scene organization
➢ Assist in the orderly evacuation of residents from risk areas

4.5 EMERGENCY MANAGEMENT DIRECTOR

- ➢ Coordinate EOC operations
- ➢ Ensure Information Processing section is staffed.
- ➢ Maintain current briefing for CEO and other key officials
- ➢ Make recommendations to CEO of actions to protect life and property

4.6 EOC MANAGER

The EOC Manager functions are usually performed by the EM Director.
- ➢ Notify CEO of significant threats that might cause EOC to be opened
- ➢ Alert EOC ERT of possible activation of EOC (Stand by)
- ➢ Activate EOC when directed by CEO
- ➢ Manage the following EOC resources including:
  - o Information processing (display pertinent information)
  - o Maintain events log
  - o Message handling
  - o Catalog damage reports; prepare damage assessment reports
  - o Identify resource needs
  - o Prepare briefings for senior officials
  - o Prepare and submit situation reports to the State EOC
- ➢ Coordinate requests for logistical support
- ➢ Maintain readiness for relocation to alternate EOC if necessary
- ➢ Terminate operations when ordered by the CEO, draft critique of operations

4.7 PUBLIC WORKS

- ➢ Send appropriate response personnel and equipment to the Incident Site
- ➢ Send decision maker to the EOC when activated
- ➢ Manage the following public works resources and operations:
  - o Perform debris removal operations
  - o Assist rescue efforts with equipment and personnel
  - o Assist in conducting damage assessment activities
  - o Provide emergency generators, fuel, lighting, sanitation equipment and supplies and barriers to support emergency responders at the Incident Site and EOC.
  - o Assist in the evacuation of people at risk in and around the emergency scene.
  - o Coordinate with the utility companies to restore power, telecommunications and other utilities to disaster victims

4.8 PUBLIC INFORMATION OFFICER

- ➢ Report to EOC when directed by Emergency Management Director
- ➢ Handle inquiries from the media and public about the disaster
- ➢ Maintain a stock of prepared messages for identified hazards
- ➢ Provide media with locations of mass care facilities that have been opened
- ➢ Provide information dissemination requested and approved by the CEO

4.9 COMMUNICATIONS OFFICER

- ➢ Report to EOC when directed by Emergency Management Director
- ➢ Ensure operators enrolled in Emergency Management program are trained
- ➢ Ensure that EOC is equipped with proper communications gear
- ➢ Ensure EOC can communicate with first responders

6

➤ Ensure primary and backup systems function
➤ Secure computer communications against cyber attacks

4.10 WARNING OFFICER

➤ Report to EOC when directed by Emergency Management Director
➤ Develop and maintains all call down lists
➤ Ensure that local warning systems exist and are tested
➤ Ensure participation in warning system tests, reviews results
➤ Identify public and private service agencies, personnel, equipment and facilities that could be called upon to augment the city's warning capabilities

4.11 EVACUATION COORDINATOR

➤ Report to EOC when directed by Emergency Management Director
➤ Coordinate implementation of evacuation actions with appropriate tasked organizations.
➤ Ensure all evacuation routes signage is in place, and readable

4.12 MASS CARE COORDINATOR

The Mass Care Coordinator reports to the EOC when it is activated. From the EOC, the Mass Care Coordinator:

➤ Ensures that agreements with the American Red Cross (ARC) are current and agree with evacuation plans.
➤ Coordinates with the PIO to ensure that any public announcements contain the correct information (location, address, pet policy, and what evacuees should bring).
➤ Acts as liaison with the Resources and Public Information Officers, to ensure that any places of assembly are marked and arranges for bus transportation for those without cars.
➤ Arranges for Community Emergency Response Team (CERT) certification training of Mass Care volunteers.
➤ Refer to Mass Care Annex for additional assignments.
➤ Track number of people sheltered and fed for situation reports
➤ Provide listings of who is at each mass care facility to the PIO

4.13 HEALTH AND MEDICAL COORDINATOR

When the City of Cranston EOC is activated, the Health and Medical Coordinator reports to the EOC or sends a high ranking decision maker in the interim. From the EOC, the coordinator:

➤ Coordinates the activities of those involved in the Heath and Medical field operations; coordinates which facilities disaster victims will be transported to.
➤ Acts as liaison between the City of Cranston EOC, the RIDOH, the RIMHRH and the RIDEM regarding all health, medical and environmental issues that may require State support or control.
➤ Serves as liaison between local mortuaries and the RI State Medical Examiner's office when a large number of deaths occur.
➤ Assists in determining the identity of victims and if necessary, opening and operating temporary morgues.
➤ Provides information for daily situation reports regarding deaths, injuries, and those hospitalized as a direct result of the disaster.
➤ Acts as liaison between the RIMHRH to locate suitable facilities and to establish crisis counseling services by the regional team that serves the City.
➤ Refer to the Health and Medical Annex for addition assignments.

4.14 RESOURCE MANAGER

- ➢ Report to EOC when directed by Emergency Management Director
- ➢ Coordinate requests for resources with resource listings
- ➢ Ensure transportation is available for materials and personnel

4.15 SUPERINTENDENT OF SCHOOLS

- ➢ Send decision maker to EOC when activated
- ➢ Protect students in school when an emergency situation occurs
- ➢ Order evacuation of students from schools, if appropriate
- ➢ Determine if closing of school and release of students is appropriate
- ➢ Make schools and other resources available for public use
- ➢ Conduct damage assessment of school facilities

4.16 FINANCE OFFICER

- ➢ Report to EOC when requested
- ➢ Maintain summary of all financial transactions and overtime costs
- ➢ Handle all procurement requests and justifications
- ➢ Prepare summary report of costs incurred during emergency situations

4.17 ANIMAL CONTROL OFFICER

- ➢ Manage public sector efforts to meet the following animal service needs that arise:
  - o Rescue or capture escaped animals
  - o Evacuation issues (i.e. no pets in shelters)
  - o Disposal of dead animals
  - o Care of the injured, sick and stray animals
- ➢ Activate associated volunteers and emergency response teams
- ➢ Maintain a resource listing relating to animal care and control
- ➢ Maintain contact with RI Department of Environmental Management (DEM)
- ➢ Ensure evacuees have a location to deposit animals not allowed in mass care facilities

5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of direction and control activities.

5.1 ADMINISTRATION

5.1.1 Reports

- ➢ Agency heads are required to submit reports to the EOC summarizing expenditures and obligations incurred during emergency conditions.
- ➢ Cranston is responsible for submitting daily situation reports to the State EOC. See sample situation report in Appendix 5.

5.1.2 Records

- ➢ Maintain a complete record of work hours for all staff and volunteers.
- ➢ Maintain phone logs of what calls came into and were made out of the EOC.
- ➢ Maintain a log of radio communications.

➢ Maintain records of all disaster related expenditures.

5.2 LOGISTICS

➢ Supports the EOC and staff to include:
- o Food
- o Water
- o Emergency Power on standby
- o Fuel
- o Equipment and supplies
- o Transportation for official missions

➢ Responds to logistical support requests received by the EOC from field organizations

➢ Provides necessary transportation and labor to offload materials and equipment received from neighboring jurisdictions, the State and others.

6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Emergency Management Director, who is charged with maintaining all SOPs and other reference documents (See Appendices).

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
- *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
- This Direction and Control Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
- *Emergency Operations Plan*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
- *Guide For All-Hazard Emergency Operations Planning;* State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- The Incident Command System, August 1989
- Emergency Management Institute's SM 307.1
- *Objectives For Local Emergency Management*, CPG 1-5, Washington, DC, FEMA 1984
- *Federal Response Plan* (Interim), January 2003

City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX B
EMERGENCY COMMUNICATIONS

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Emergency Communications Annex

TABLE OF CONTENTS

LIST OF TABLES

ANNEX B
EMERGENCY COMMUNICATIONS

SECTION 1.0 PURPOSE

The purpose of the Communications Annex is to prescribe a means of utilizing all modes of communications available at the City of Cranston's Emergency Operating Center (EOC) for an All-Hazard disaster response.

SECTION 2.0 SITUATION AND ASSUMPTIONS

Sub-section 2.1 defines situations that require the activation of the Emergency Communications Annex and defines the major communications networks and services active within Cranston. Sub-section 2.2 lists assumptions about the vulnerability of Cranston's communications systems during All-Hazard emergency operations.

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

The primary means of communications used by the Cranston EOC is wireline telephone. The wireline phone is the primary network before, during, and after a disaster. In the event of wireline phone service disruption, this plan outlines the numerous radio systems used to provide alternate paths for essential communications.

2.1.1. Plan Activation Criteria

The Emergency Communication Annex will be activated when the EOC is operational. The EOC is activated by order of the Mayor. Some conditions or events which could trigger activation are:
- ➤ A DHS Alert Code of Orange or Red
- ➤ Receipt of Terrorism Warnings
- ➤ Hurricane or Storm Watches and Warnings
- ➤ HAZMAT Accidents
- ➤ Public Unrest

2.1.2 Communications Networks And Services

The City of Cranston is served by many different communications networks, the primary one being commercial wireline telephone. Radio systems normally provide communications between base stations and mobile or portable units within Cranston. Radio and phone systems can be divided into government, commercial, and private systems as shown in Table 1.

TABLE 1: MAJOR COMMUNICATIONS NETWORKS AND SERVICES

<u>**GOVERNMENT**</u>

 Municipal radio systems
   Law Enforcement (Police)
   Fire Department
   EMS
   Public works
   Water Department
   Local Government
   School System
 Intercity Police Radio
 Intercity Fire Radio
 Civil Defense State Radio System (CDSTARS)
 Rhode Island Tactical Emergency Radio Network (RITERN)
 Rhode Island State Police Emergency Radio Network (RISPERN)
 Rhode Island Law Enforcement Telecommunications System (RILETS)
 State Police Microwave Radio Network

<u>**COMMERCIAL**</u>

 Verizon Phone Company
 Cox Phone Service
 Cox Cable Internet Services
 Cell and PCS (Cell) phone networks
 Radio and television broadcast stations
 Pocket pager systems
 Cellular Digital Packet Data (CDPD) and similar services
 Various business radio systems

<u>**PRIVATE**</u>

 The Radio Amateur Civil Emergency Service (RACES)
 Amateur Radio Repeater Stations (VHF & UHF)
 Public Service Organizations (i.e. Red Cross, Salvation Army)
 Family Radio Service (unlicensed short range UHF radios)
 Citizens Band Radio Service (unlicensed HF and licensed UHF radios)

2.2 ASSUMPTIONS

2.2.1 Hazards Require Increased Communications

During disasters, Cranston's local government organizations will not be doing "business as usual". Cranston's Emergency Response Team (ERT) will assemble at the EOC to commence 24/7 emergency operations. Disasters result in an increased demand for communications while disrupting the public communications networks. Wireline and Cell Phone infrastructures will frequently be overloaded by the general public and/or damaged during a disaster. Cranston's existing 2-way radio facilities and equipment will be pressed to fill the void.

In the event of reduced phone service, point-to-point radio communications between vital facilities could be accomplished by dispatching mobile or portable (Police, Fire, Public Works etc.) radios to high priority facilities. Traffic can be offloaded from these vital municipal radio systems through the use of Radio Amateur Civil Emergency Service (RACES) units and volunteers.

2.2.2 Wireline Phone Network Vulnerability

Wireline phone service is the primary communications network relied upon by the City of Cranston. This is true for the public as well. During a disaster, increased public use of wireline phones can quickly overwhelm the network, resulting in delayed or no dial tone.

The wires on phone poles are subject to damage from most hazards that affect Cranston. Because the lines run everywhere, the exposure to damage is great and service outages are to be expected. Communications services that use the wireline phone network are subjected to outages as well and can include:
   ➢ Computer data services
   ➢ Teleprinter networks
   ➢ Remote radio base station voice and control circuits
   ➢ Voice and fax links
   ➢ Alarm circuits
All of this applies to people who buy their wireline phone service from the local cable TV company as well.

Even if phone service providers' infrastructure is not disrupted during a disaster, the limited number of phone lines serving Cranston's public facilities may be overloaded with phone calls from the public making them unavailable for outgoing calls. Unpublished numbers may be reserved for outgoing calls but the number of such lines may be limited and may not provide sufficient service during disasters.

During disasters, the wireline phone will remain the primary mode of communications when service is available. This plan provides for alternate modes of communications for times when phone service is not available.

2.2.3 Cell Phone Network Vulnerability

The FCC allocated RF spectrum for 2 cellular operators (in the 800 MHz). In Rhode Island, these 2 operators are:
   ➢ Verizon Wireless
   ➢ Cingular Wireless.

The FCC also opened the PCS band (1.2 GHz) for wireless phone service. In Rhode Island, service is provided by:
  ➢ Nextel
  ➢ AT&T
  ➢ Sprint
  ➢ T Mobile
In this EOP Plan, both Cell Phone and PCS Phone services will be referred to as Cell Phone service.

Cell Phone networks, like the wireline networks, are designed to provide service based on a typical days' peak usage. During a disaster, increased public use of Cell Phones can quickly overwhelm the service provider's resources, resulting in delayed or no service.

Connectivity between local cell sites, different cell phone service providers, or with the wireline network itself, can be disrupted. Even when one does obtain Cell Phone service for an outgoing call, the demand may be too high for the party called to receive service.

2.2.4 Two-Way Radio System Vulnerability

The City of Cranston's municipal 2-way radio systems (police, fire, public works…) are used primarily to contact mobile and portable units as opposed to communicating between fixed points, i.e. buildings.

Most of Cranston's 2-way radios are mobile or portable. Mobile and portable units are self contained (radio, antenna, power source) and do not rely on infrastructure outside of Cranston's control. They are expected to survive most disasters in Cranston

Base stations and repeater stations are self contained when communications links and emergency power generation are provided by Cranston. Communications links can be as simple as a pair of wires within a building and power may be provided by an emergency backup generator. If control and voice links to transmitters use phone company circuits, they mail fail during a disaster.

When phone services are disrupted, radio systems can provide reliable communications. However, radio networks are generally designed for day-to-day operations. These networks may quickly be overwhelmed by increased traffic demands during a disaster.

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Emergency Communications in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures (SOPs) and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

3.1 GENERAL

The City of Cranston Communications Annex makes the assumption that wireline and Cell Phone service will be disrupted during All-Hazard disasters. Cranston's municipal 2-way radio systems are designed for non-disaster message loading and do not have the additional capacity to completely replace phones.

While the phone communications systems will continue to be the primary means of communications during emergencies and disasters when they are available, plans for operation without phones must be made. The *Concept Of Operations* Section 3.0 details radio networks used to communicate within Cranston, with other jurisdictions, and systems in place at the EOC.

3.2 COMMUNICATIONS WITHIN CRANSTON

During a disaster, normal dispatching of Law Enforcement (Police), Fire, Public Works etc. may continue from their normal facilities, if not affected by the disaster.

When the EOC is activated:
> ➢ Additional communications will be conducted from the EOC
> ➢ EOC communications will initially be used for situation reporting
> ➢ EOC communications is used to coordinate the City of Cranston's overall response to emergencies and disasters
> ➢ If it is necessary to evacuate normal dispatch facilities, the following dispatch operations can be conducted from the EOC:
>> o Fire Department
>> o EMS

3.2.1 Municipal Communications

Table 2 summarizes methods of communications within Cranston that are relevant to Emergency Management. The table identifies the type of communications channels and the organizations that can operate on each channel.

TABLE 2: COMMUNICATIONS WITHIN CRANSTON

COMMUNICATIONS	POLICE	FIRE	EMS	PUBLIC WORKS	HIGHWAY DEPT.	SCHOOL DEPT.
Police Dispatch Channel	yes					
Detectives Channel	yes					
Car-to-car Channel	yes					
Information Channel	yes					
Detail Channel	yes					
Data Channel	yes					
Fire Dispatch Channel	yes	yes	yes			
Fireground Channel		yes	yes			
Local Government Channel				yes	yes	
School Department Radio						yes
Base Station Cell Phones						
Hand-held Cell Phones						

Each agency maintains its own radio network. The radios will be operated by each agency's dispatchers, headquarters' staff and field forces. During extended emergencies, dispatchers may be supplemented with trained volunteers.

The EOC's communications infrastructure is defined in the *Emergency Operations Center (EOC) Communications* Section 3.4.

During emergencies and disasters, communications infrastructure supplemental to Cranston's municipal radio networks may be assembled. This may include RACES for functions and facilities such as Mass Care.

3.2.2 RACES And ARES Communications

The Radio Amateur Civil Emergency Service (RACES) has been designated by the federal government as the method to provide expanded communications during emergencies or disasters. When phone service is disrupted, RACES may be used for point-to-point communications with facilities such as Mass Care Shelters. Using RACES frequencies keeps this additional traffic off of Cranston's municipal radio channels. RACES is also operated by licensed volunteers providing the supplemental manpower and equipment needed during disasters.

The City of Cranston has several operating frequencies within the many radio bands designated for RACES use. RACES may also be used for communicating with surrounding communities.

The frequencies in Table 3 have been assigned by the Rhode Island Emergency Management Agency's RACES Plan and approved by the Federal Communications Commission (FCC) for Cranston. These frequencies are assigned and coordinated using a grid system so that neighboring communities do not interfere with each other.

TABLE 3: RACES FREQUENCIES

FREQUENCY	FREQUENCY BAND	CHANNEL USAGE
29.51 MHz	10 Meters	Local Communications
50.375 MHz	6 Meters	Local Communications
145.56 MHz	2 Meters	Local Communications
224.71 MHz	220 MHz Band	Local Communications
147.03 MHz	2 Meters	Area Communications

The Amateur Radio Emergency Service (ARES) may also be active offering radio equipment and volunteer operators during a natural disaster. ARES is organized by the American Radio Relay League, a national Amateur Radio Organization <http://www.arrl.org>. ARES frequencies are in use in Cranston. The 146.70 MHz ARES Repeater is located at a City of Cranston communications tower.

TABLE 4: ARES FREQUENCIES

FREQUENCY	FREQUENCY BAND	CHANNEL USAGE
146.70 MHz (Repeater)	2 Meters	Area Communications
147.28 MHz (Repeater)	2 Meters	Area Communications

During a time of war or increased readiness, the FCC may order general Amateur Radio traffic including ARES, and other services such as the Citizens Band off the air. RACES stations are the only non-governmental radio stations designated for operation by civilians at such times. The purpose of this exemption is to provide Emergency Management Agency related communications.

3.2.3 Mass Care Facilities

Mass Care Facilities may or may not be located in municipal buildings. They are a unique case because they typically do not have pre-existing radio communications with the EOC. RACES can be used for point-to-point radio links with Mass Care Facilities. Amateur Radio volunteers supply their own radio equipment so already taxed municipal agencies do not have to supply operators or absorb additional radio traffic n their radio channels. Typically, RACES operators set up equipment when the shelter is opened so it has not been subjected to damage or breakdown beforehand. Pre-positioned outdoor antennas and coax leads are inexpensive and do not require time and manpower to install when you can least afford it, during a disaster.

3.3 INTER-JURISDICTIONAL COMMUNICATIONS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

Cranston's emergency response organizations communicate with agencies outside of Cranston on a regular basis. Some radio systems are used for daily communications. Others may be used primarily during disasters when there is an increased need, especially since phone systems may be down.

Table 4 summarizes Inter-jurisdictional communications methods, their sources and operators. Some of this equipment is permanently installed and owned by Cranston. Other radio equipment is installed as required in response to a disaster.

TABLE 5: INTER-JURISDICTIONAL COMMUNICATIONS

Method of Communications	Source	Operators
ARES	American Radio Relay League Members	Licensed Amateur Operators
Amateur Radio Service	Cranston & Amateur Radio Operators	Licensed Amateur Operators
Amateur Radio Repeater Service	RI Amateur FM Repeater Service	Licensed Amateur Operators
CDSTARS	RIEMA	EOC Communications Team
Emergency Alert System (EAS)	RIEMA & Broadcasters	RIEMA, State Police and Broadcasters
Hospital Emergency Administrative Radio (HEAR)	RI Health Department	Health Dept., Hospitals and EMTs
Intercity Fire Radio	Local Jurisdictions	Fire Dispatcher
Intercity Police Radio	Local Jurisdictions	Police Dispatcher
RACES	Cranston & Amateur Radio Operators	Licensed Amateur Operators
Regional Police Channel	<none>	
Regional Fire Channel	<none>	
Remote Broadcast Equipment	Broadcast Stations	Broadcasters
RILETS	RI State Police	Police Dispatcher
RISPERN	RI State Police & Local Jurisdictions	Police Mobile Units
RITERN	RIEMA	Police Dispatcher and EOC
Sky Warn	NOAA and Amateur Radio Operators	Licensed Amateur Operators
Cell Phones	Local Vendors	Staff
Wireline Phones	Local Vendors	Staff

3.3.1 Police Intercity Radio

Cranston Law Enforcement uses the Police Intercity Radio System to communicate with surrounding jurisdictions on a daily basis. This is a base station network located at Law Enforcement Headquarters. No mobile or portable radios are used on the network.

3.3.2 Regional Law Enforcement Channel

Cranston does not operate on a Regional Law Enforcement Channel (not Intercity radio).

3.3.3 RISPERN

The *Rhode Island State Police Emergency Radio Network* is a State Police radio frequency available to all Rhode Island cities and towns. It is intended to provide car-to-car

communications between jurisdictions that are not normally on the same radio channel or frequency. The City of Cranston does not operate on RISPERN.

3.3.4 RILETS

The *Rhode Island Law Enforcement Telecommunications System* (RILETS) is operated by the Rhode Island State Police from its headquarters. It is a Teleprinter communications network. It is principally used for law enforcement purposes. During disasters, it stands ready as a secondary hard copy communications system for Emergency Management. The RILETS system is also used as the State Warning System (SWS).

RILETS uses both the State Police Microwave System and commercial phone lines to transport data. Jurisdictions connected to RILETS by phone lines may loose service during a disaster.

3.3.5 Fire Intercity Radio

The Cranston Fire Department uses the Fire Intercity Radio System to communicate with surrounding jurisdictions on a daily basis. This is a base station network and Cranston's radio is at the Fire Department Headquarters. No mobile or portable radios are used on the network.

3.3.6 Regional Fire Radio Channel

Cranston does not operate on a Regional Fire Department Channel.

3.3.7 RITERN

The Rhode Island Tactical Emergency Radio Network (RITERN) is an 800 MHz Trunked Radio System. It is a dispatcher-to-dispatcher network and stations are at all dispatching units that are manned 24/7 as well as hospitals. RITERN provides service between all of Rhode Island's 39 cities and towns.

3.3.8 CDSTARS

The Civil Defense State Radio System (CDSTARS) is the primary radio system available for communications with Emergency Response Organizations. The system provides both voice and fax capabilities. The CDSTARS Network serves all 39 Rhode Island cities and towns. In addition, CDSTARS serves the Statewide Emergency Response Organizations listed in Table 5. These organizations fall into 3 general categories, State Agencies, Public Utilities, and private organizations:

TABLE 6: CDSTARS RADIO NETWORK STATIONS

State Agencies
Airport Corporation, TF Green
E-911 Call Center
Public Television (Channel 36)
RI Air National Guard, Quonset
RI Department of Environmental Management Agency
RI Department of Health
RI Department of Mental Health, Retardation, & Hospitals
RI Emergency Management Agency
RI Public Utilities Commission
RI Public Transportation Authority (RIPTA)
RI State Police
University of Rhode Island
Zambarano Hospital
Public Utilities
Narragansett Electric Company
New England Gas Company
Verizon Phone Company
Federal Agencies
Coast Guard Marine Safety Office, Providence
Naval Station Newport
Other Organizations
American Red Cross
RI Civil Air Patrol, TF Green
Salvation Army

3.3.9 HEAR

Hospital Emergency Administrative Radio (HEAR) is a radio network designed for communications between EMS Rescue Units and Hospital Emergency Rooms. The City of Cranston's EMS mobile units no longer operate on the HEAR System.

3.3.10 RACES And Amateur Radio

➢ **RACES** - The Radio Amateur Civil Emergency Service (RACES) is designated by the federal government (FCC) as the method to provide expanded communications during emergencies or disasters (See Section 3.2.2).

➢ **RIAFMRS -** *The Rhode Island Amateur FM Repeater Service* is a public service organization which provides Amateur Radio Repeater Service to Emergency Management Agencies in cooperation with RIEMA, the RI Department of Transportation, and the Town of Lincoln Water Department. These repeater stations can and do provide fixed, mobile and portable radio access to all cities and towns within Rhode Island and much of the bordering States of Massachusetts and Connecticut.

➢ The organization maintains repeater (automatic radio relay) facilities as follows:
  o 146.76 MHz in Scituate, RI (RACES)
  o 146.94 MHz in Lincoln, RI
  o 223.76 MHz in Lincoln, RI
  o 447.425 MHz in Scituate, RI

The City of Cranston EOC is will be equipped with Amateur Radio stations for RACES communications by volunteer operators during a disaster. Volunteer, FCC Licensed Amateur Radio operators on the Emergency Response Team (ERT) provide and operate their own equipment as well as operate the EOC RACES station. Amateur Radio networks can provide point-to-point and point-to-mobile or portable radio links wherever there is a need. RACES stations may be used to communicate with RIEMA, shelters, neighboring jurisdictions, etc.

3.3.11 Federal Organizations

➢ **NWS -** *National Weather Service*, Taunton, MA activates its local Skywarn Network during weather watches or warnings. The Skywarn Net Control Station conducts its network operations on the 146.76 MHz Amateur Radio Repeater Station in Scituate, RI (See Section 3.3.9). Cranston also has communications with NWS via CDSTARS.

➢ **FEMA –** *Federal Emergency Management Agency.* Communications with FEMA is accomplished through RIEMA. Primary radio communications with RIEMA is over the CDSTARS network. RIEMA has special radio and wireline phone communications with FEMA.

3.4 EMERGENCY OPERATIONS CENTER (EOC) COMMUNICATIONS

The City of Cranston has established an EOC at the Fire Department Headquarters, 301 Pontiac Avenue. The communications equipment in Table 6 is installed in the EOC on a permanent basis or in some cases installed during a disaster.

The EOC communications equipment is supplied with backup power through the use of Uninterruptible Power Supplies (UPS) and local electrical power generator(s).

TABLE 7: EOC COMMUNICATIONS

SYSTEM	QUANTITY	ITEM
Telephone Systems		
Verizon Wireline Phone	0	Handsets
	n/a	Switching equipment location
Cox Wireline Phone	0	Handsets
	n/a	Switching equipment location
Cell Phone	0	Base Stations
Cranston Law Enforcement	1	Base Stations (remote control)
	1	Dispatch Channel
	0	Detective Channel(s)
	0	Other
Cranston Fire Department	1	Base Stations (remote control)
	1	Dispatch Channel
	0	Other
Cranston Highway Department	1	Base Station (remote control)
(Local Government Frequency)	1	Dispatch Channel
	0	Other
Cranston Local Government	1	Base Station (remote control)
	1	Dispatch Channel
RACES	0	
Amateur Radio	0	
Inter-Jurisdictional		
Intercity Police	1	Base Station (remote control)
Intercity Fire	1	Base Station (remote control)
Regional Police	n/a	
Regional Fire	n/a	
RITERN	1	Base Station (local control)
RISPERN	n/a	
CDSTARS	1	Base Station (local control)
RACES	0	
Amateur Radio	0	
Other	0	

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general Emergency Communications responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, SOPs and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL

The Mayor is the Chief Executive Official (CEO) of Cranston and becomes the Incident Commander (IC) when the EOC is activated. The IC requires the Communications Officer to report to the EOC when notified of an emergency situation resulting in its activation.

4.2 EOC MANAGER

- ➢ The Emergency Management Agency Director serves as the EOC Manager
- ➢ Activates the Communications Section in the EOC.
- ➢ Supervises the Communications Officer to insure:
  - o Proper implementation of standing emergency communications procedures.
  - o The EOC Communications section has the capability to sustain operations around the clock.
  - o Proper records are kept (logs)

4.3 COMMUNICATIONS OFFICER

The Communications Officer (CO) reports to the EMA Director. A deputy is assigned to assist the CO and acts in his absence. The CO:
- ➢ Reports to the EOC when notified of its activation
- ➢ Brings up and stands-down appropriate EOC emergency communications systems
- ➢ Manages the emergency communications section in the EOC and supervises the personnel assigned to it (radio, phone and RILETS operators, repair crews, message runners, etc.).
  - o Maintains Call Down Lists of communications personnel
  - o Assigns Team Members to shifts and duty stations.
  - o Conducts Team Training Sessions
- ➢ Provides for the deployment of trained communications personnel and their equipment
- ➢ Supports the media center communications operations, as needed. Works with the radio and TV station representatives to assure setup and operation of their equipment does not disrupt municipal operations.
- ➢ Recruits and trains volunteer communications personnel as support for regular personnel during extraordinary emergencies.
- ➢ Oversees planning and development of a reliable communications system for emergency operations.
- ➢ Coordinates frequencies and procedures to permit full operation during emergencies. Includes testing to determine mutual transmitter and receiver interference possibilities.
- ➢ Conducts emergency power testing verifying sufficient power generation capacity exists for a fully staffed EOC
- ➢ Develops procedures to augment communications resources with RACES to prevent overloading municipal frequencies during emergencies and disasters.

➢ Maintains communications equipment and supplies, and coordinate the repair and maintenance of emergency communications equipment not normally used for day-to-day operations
➢ Conducts routine communication tests and exercises, studying results to determine maintenance needs.
➢ Provides for the security of all vital radio communications equipment in the Cranston EOC.
➢ Maintains a stockpile of spare parts, supplies, and equipment to properly respond to disaster situations, and identify sources of supply and repair personnel.
➢ Updates this communications plan and allied Standard Operating Procedures with pertinent information as required.

4.4 COMMUNICATIONS SECTION TEAM MEMBERS

➢ Report to the EOC when activated.
➢ Staff and operate the City of Cranston emergency communications systems, including CDSTARS, as directed.
➢ Monitor public safety channels and other broadcasts as directed by the CO.
➢ Route incoming calls and messages to the appropriate section in the EOC.
➢ Learn and implement the proper communications protocol and message handling techniques for the individual radio systems.

4.5 RHODE ISLAND NATIONAL GUARD

➢ May be requested through RIEMA to provide additional communications links and other services during a disaster.

4.6 ALL TASKED ORGANIZATIONS

Tasked organizations include the Law Enforcement (Police), Fire Department, Public Works, EOC, Emergency Management Agency, PIO, etc., who are directly involved or support emergency response operations. During emergency operations, all departments should:
➢ Maintain their existing communications equipment and follow their department's Standard Operating Procedures (SOP) for communicating with their field operations personnel. All field organizations should keep the EOC informed of their operations at all times and maintain a communications link with the EOC.
➢ Maintain emergency communications systems as long as the EOC is activated or until released
➢ Right-size or down-size operations as appropriate
➢ Clean, repair, and perform maintenance on all equipment before returning to normal operations or to storage.
➢ Continuity of Operations (COOP)
   o Identify primary and 2 levels of backup personnel for around the clock operations
   o Ensure that all communications equipment (phone and radio) will continue to function during a loss of commercial electrical power
   o Provide backup communications capabilities for the EOC (i.e. backup to mass care facilities), as needed, through use of mobile and portable radios
   o Activate backup or alternate communications systems, as necessary and available.
   o Protect equipment against lightning strikes, power surges, and electromagnetic pulse (EMP) effects

14

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Emergency Communications activities.

5.1 ADMINISTRATION

This section addresses the administrative actions associated with satisfying tasking in this Communications Annex.

- **Administrative Requirements**
  - Preparation and retention of records including logs and all staffing
  - Provide proper identification of EOC Communications Section Team members including volunteers
  - Maintain appropriate records for EOC Communications Section Team, including volunteers, (i.e. Federal Communications Commission Licenses)
  - Financial accounting and reimbursement procedures
  - Arrange training for EOC Communications Section Team.
  - Write and effect communications agreements, including mutual aid, with neighboring jurisdictions, private organizations, and volunteers.
  - Maintain call down lists of personnel who must be alerted upon the declaration of an emergency
  - Maintain SOP of radio channel frequency lists that might be needed for mutual aid, communications networking and coordination
- **Facilities and Equipment Needs**
  - Maintain listing of existing and future communications equipment and needs.
- **Communication Equipment Protection**
  - Restrict access to only those with business in the communications area
- **Phone Equipment Security**
  - Ensuring that privacy prevails on important phone circuits
  - Phone circuit blocks are in secure areas away from public access
  - Phone switching equipment (frame room) functions normally and retains calls, even if power fails
  - Practical lightning and EMP measures have been taken
- **Volunteer Personnel**
  - The CO shall maintain a roster of enrolled volunteers. Background checks shall be conducted for volunteers and other support personnel.
  - All communications volunteers (not employed by the municipality) shall
    - Be officially enrolled and documented
    - Sign Volunteer Enrollment Cards maintained by the CO
    - Be issued EMA Identifications Cards
- **Training Needs**
  - Provide training and documents as appropriate for operators and support team personnel.
  - Document Emergency Response Team (ERT) member training, including volunteers, who have completed training.

5.2 LOGISTICS

This section addresses the logistics associated with tasks in this Communications Annex.

- ➢ **Facilities and Equipment Needs**
  - o File supporting equipment documentation, licenses (FCC), equipment instructions and schematics so that they can be found readily.
- ➢ **Communication Equipment Protection**
  - o Establish and maintain the security of the equipment, the operators, and the area in which the operators work
- ➢ **Radio Equipment Reliability**
  - o Protect equipment from the effects of lightning and electromagnetic Pulse (EMP)
  - o Ensure normal operation even if commercial power fails
  - o Regularly test automatic changeover from commercial electrical power to generators
  - o Ensure that no interference is generated to other communications systems by placing multiple transmitters on the air simultaneously
- ➢ **Computer Equipment Security**
  - o Ensure equipment functions during power failures
  - o Ensure any UPS equipment has good batteries and functions properly
  - o Protect against Cyber Attacks by updating vulnerable operating systems
  - o Install fire-wall software or hardware equipment on any networks with Internet connections
- ➢ **Communications Equipment Installation**
  - o Install and maintain EOC communications equipment
  - o Pre-install antennas at facilities such as Mass Care Shelters

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Communications Officer who is charged with keeping its Appendices current and ensuring that SOPs and other necessary documents are maintained.

The Plan shall be reviewed annually or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 7.0 AUTHORITIES AND REFERENCES

This section cites authorities and references relating to Communications

7.1 AUTHORITY

7.1.1 Federal
- Homeland Security Act of 2002, Establishes Department of Homeland Security (DHS)
- The Robert T. Stafford Disaster Relief Act, Public Law 93-288, as amended

7.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

7.1.3 Local
This Communications Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
- Emergency Operations Plan, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
- Guide for All-Hazard Emergency Operations Planning; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- Guide for the Development of State and Local Government Emergency Operations Plans, SLG 101 September 1996.
- Objectives for Local Emergency Management, CPG 1-5, 1984
- Disaster Operations - A Handbook for Local Governments, CPG 1-6, 1981
- Guide for the Development of a State and Local Continuity of Government Capability, CPG 1-10/July 1987.
- Guidance for Radio Amateur Civil Emergency Service, CPG 1-15
- Emergency Communications. CPG 1-18, 1977
- Electro-Magnetic Pulse (EMP) Protection Guidance, Volumes 1, 2, & 3. CPG 2-17/Feb. 1991
- Homeland Security Act of 2002 [Established the Department of Homeland Security (DHS)]
- Emergency Operations Plan, Basic Plan

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX C
WARNING

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Warning Annex

TABLE OF CONTENTS

ANNEX C
WARNING

SECTION 1.0 PURPOSE

This Warning Annex defines the responsibilities and procedures for using Cranston's Local Warning System (LWS). The LWS is linked to the National Warning System (NAWAS) and the State Warning System (SWS) and may be activated in concert with them or independently.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

Cranston will typically make cost effective use of existing systems and equipment for local warning.

2.1.1 Warning Clients

Multiple warning systems serve the City of Cranston.
There are three general categories of people and agencies that require warning:
  - **Emergency Response Agencies**
    - o National Warning System (NAWAS)
    - o State Warning System (SWS)
    - o Local Warning System (LWS)
  - **Emergency responders**
    - o Local Warning System (LWS)
  - **The general public**
    - o Local Warning System (LWS)
    - o Emergency Alert System (EAS)
    - o National Weather Service Radio System (NOAA Weather Radio)

2.1.2 National Warning System (NAWAS)

NAWAS Warning Points are:
  - National Warning Center (NWC) is the North American Aerospace Defense Command (NORAD) in Colorado (origination warning point).
  - State Warning Points on NAWAS
    - o RI State Police Headquarters (24/7)
    - o RIEMA State EOC
    - o Newport Police Department (24/7)
    - o Westerly Police Department (24/7)
    - o Woonsocket Police Department (24/7)

➢ Tests of the NAWAS are conducted three times a day, seven days a week by the NWC.

2.1.3 State Warning System (SWS)

The State of Rhode Island Law Enforcement Telecommunications System (RILETS) is utilized as the primary SWS. RILETS provides a direct link between all State Warning Points and the City of Cranston. RILETS is monitored in Cranston by the Police Department which is manned 24 hours a day.

The Rhode Island Tactical Emergency Radio Network (RITERN) serves as a backup warning link to RILETS. RITERN two-way radio equipment is installed at the Local Warning Point (LWP) and the EOC.

The Primary Warning Point is RI State Police Headquarters. Alternate State Warning Points are located at:
➢ RIEMA State EOC
➢ Newport Police Department
➢ Westerly Police Department
➢ Woonsocket Police Department

Tests of SWS are conducted at least 6 times a year, unannounced, by RIEMA to test the reliability of the system and to serve as a training medium for all system operators.

2.1.4 Local Warning System (LWS)

The Cranston LWS is made up of many components. It includes the Local Warning Point (LWP) in the Police Department where warning messages are received from State Police Headquarters.

2.2 ASSUMPTIONS

2.2.1 LWS Activation Criteria

The results of the latest hazard identification effort are included in the Basic Plan. It is assumed that all of the identified hazards may result in the need to activate the LWS. The on-duty officer(s) at the LWP is authorized to activate the LWS when appropriate, as any delay could result in an increased loss of life. (See Direction and Control Annex A)

2.2.2 Need For Alternate Warning Methods

The fastest, most effective LWS for alerting the public consists of sirens and air horns. However, Cranston is not equipped with these devices. Depending on the nature of the emergency, the following warning systems may be utilized:
➢ Vehicles with sirens and public address systems
➢ Emergency Alert System (EAS)
➢ NOAA Weather Radio (162.4 MHz in RI)
➢ Door-to-door notification: Cranston must assume there will be citizens who do not receive or choose to ignore the other Local Warning Systems

2

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Warning in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures (SOPs) and Checklists, developed and maintained by the responsible organizations, may be included (or referenced) in Appendix 3.

3.1 CRANSTON'S LOCAL WARNING SYSTEM (LWS) HARDWARE

Cranston's LWS is made up of many components. The system is operated from two locations:
  ➢ Local Warning Point (LWP) at Police Headquarters where warning messages are received from State Police Headquarters.
  ➢ The EOC which is equipped with a RITERN Base Station radio (See Communications Annex).

3.1.1 LWS Coverage Area

Cranston does not use warning sirens or air horns. Alternate warning methods are necessary in all areas of Cranston:
  ➢ Public address systems in all police patrol vehicles
  ➢ Public address systems in all fire apparatus

3.2 LOCAL WARNING SYSTEM APPLICATIONS

3.2.1 Notification Of Key Officials And Response Organizations

When an emergency requires the notification of Key Government Officials, the Local Warning Point will use the following means as appropriate:
  ➢ Municipal 2-way radio systems (during normal business hours)
  ➢ Telephone call down list (maintained under separate cover for security)
  ➢ Pocket Pagers
  ➢ Dispatch a vehicle for in-person notification

Emergency Response Organizations will be notified by the following means as appropriate:
  ➢ Municipal 2-way radio system
  ➢ Telephone call down list (maintained under separate cover for security)
  ➢ Pocket Pagers
  ➢ Dispatch a vehicle for in person notification

3.2.2 Warning For Emergency Responders

Emergency Responders will be alerted to emergencies and disasters by the following means as appropriate:
  ➢ Municipal 2-way radio systems
  ➢ Telephone call down lists
  ➢ Pocket pagers
  ➢ Dispatch a vehicle for in person notification as required

3.2.3 Public Warning

Public warning is accomplished using the following methods as appropriate:
- ➢ Emergency Alert System (EAS)
- ➢ Vehicles with public address sound systems
- ➢ Door-to-door notification
- ➢ Localized municipal public address systems

Commercial telephone calling services are not used.

3.2.4 Warning For Special Locations

Special warning is required for the RI Department of Corrections facilities at the John O. Pastore Government Center in Cranston. Cranston maintains direct radio contact with the Adult Correctional Institutions from the police and fire department dispatch points.

Some locations such as schools, hospitals, nursing homes, and places of public assembly may require special warning procedures. These procedures may include notification by wireline telephone, or the dispatching of police and fire vehicles, as available. A list of these special locations is included in Appendix 1.

3.2.5 Public Warning For Disadvantaged Groups

The following Disadvantaged Groups will be notified as appropriate:
- ➢ Hearing Impaired
  - o Request friends and relatives pass on warning to hearing impaired
  - o Door-to-door notification with printed instructions
- ➢ Non-English speaking groups
  - o Request friends and relatives pass on warning to non-English speaking persons
  - o Other provisions will be made for non-English speaking groups whose population exceeds the threshold of 5%.
    - ▪ Currently no groups exceed the threshold
  - o Use of appropriate foreign language speaking personnel in vehicles equipped with public address systems

3.3 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

3.3.1 Alert And Warning

The State of Rhode Island maintains the State Warning Point (SWP). The SWP passes warning messages to Cranston over the State Warning System (SWS) using RILETS. Surrounding Rhode Island communities also receive SWS messages. All Rhode Island communities can request that a warning message be directed to surrounding area communities or their residents by sending a request and brief warning message to the SWP. The SWP can also pass warning messages for surrounding communities across state lines via NAWAS. See the State of Rhode Island EOP Warning Annex for details.

Emergency Response Organizations of surrounding area jurisdictions can also be warned of emergency situations requiring mutual aid via Intercity Police, Intercity Fire, and CDSTARS Radio networks as well as the wireline telephone.

3.3.2 Emergency Alert System (EAS)

The Emergency Alert System is a hybrid in several ways. It is activated at the State level yet can be used to directly notify local citizens. It consists primarily of Rhode Island's State Warning Point (SWP), Alternate SWP(s), radio and television broadcast station transmitters, as well as privately owned receivers. It will usually be activated for statewide emergencies or disasters requiring warning to all or large areas of the State.

When appropriate, Cranston can send a short 30 second message directed to the residents of Cranston. Cranston sends message text to the SWP via the SWS.

3.3.3 NOAA Weather Radio

The NOAA Weather Radio System is also a hybrid alert system in several ways. It consists of NOAA Weather Radio transmitter on 162.4 MHz in Providence. Tone activated receivers are owned by individual citizens. The SWP can request activation of this warning system and it is frequently activated by NOAA for severe weather alerts.

3.3.4 Transportation Management Center

The Rhode Island Department of Transportation's new high-tech Transportation Management System monitors, assesses and responds to roadway emergencies. The new system aids in managing traffic on Rhode Island's major interstates (I-95, I-195, and I-295) as well as other local routes throughout the state (Route 146, Route 4, Route 6, and Route 10.)

TMC assists with incident response and clearance, during weekday commuter hours.
TMC operators can:
- Post Messages on the Variable Message Sign Network.
- Work with the State Police, local police and fire fighters, emergency responders, and RIDOT maintenance crews to clear incidents.
- Monitor the 28 CCVE Cameras located throughout the capital area.
- Post traffic advisories and incident reports to the TMC web site at <http://www.tmc.state.ri.us/TMCHome/HomePages.asp>.
- Update the Highway Advisory Radio (HAR) messages on 1610 and 1630 KHz AM.

The system includes seven low power AM radio transmitters to provide traffic updates to motorists. Six transmitters are permanently located in Lincoln, Providence, Richmond, South Kingstown, Warwick and Narragansett. They can be received directly by citizens on AM broadcast receivers at a frequency of 1610 KHz with the exception of Narragansett which is on 1630 KHz.

One mobile transmitter on 1610 KHz is available for special events and incidents on an as needed basis. The Transportation Management System would be most useful for alerting the public to highway conditions during an evacuation.

Operators at the Transportation Management Center (TMC) can be contacted through the number listed in Appendix 2.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general Warning responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, SOPs and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL

The Chief Executive Official (CEO):
  ➢ Specifies that the Police Department duty officer has the authority to order activation of the Local Warning System
  ➢ Specifies that the Fire Chief/EMA Director is authorized to notify the RIEMA or State Police should activation of the Emergency Alert System (EAS) be required
  ➢ Designates the public service agencies, personnel, equipment and facilities to augment the jurisdiction's warning capabilities:

4.2 WARNING OFFICER (WO)

The Cranston WO is a member of the EM Director's staff and is responsible for coordinating the warning effort. The WO:
  ➢ Reports to the EOC when it is activated
  ➢ In the event that the Warning Officer is unavailable for duty, a Deputy Warning Officer shall assume the WO's duties
  ➢ Supervises warning activities, assists in assigning responsibilities and drafts related procedures
  ➢ Implements contingency plans to provide warning if established systems fail to work or reach those at risk.
  ➢ Implements call down rosters to alert emergency responders or provide situation updates.
  ➢ If appropriate, requests that RIEMA activate the EAS.
  ➢ Works with the PIO to ensure pertinent warning information is provided to the local print media for distribution to the public.
  ➢ Keeps the Cranston Warning System SOP current
  ➢ Reviews the "after normal business hours" notification list and keeps it current. This list shall be prominently posted near the Cranston RILETS terminal
  ➢ Drafts Warning procedures for all warning systems (fixed, mobile and door-to-door). Particular attention shall be given to facilities identified in the Hazardous Materials Annex and areas identified in the CHIP analysis.
  ➢ Maintains SOPs for Local Warning System (LWS) tests and for participation in State Warning System (SWS) tests.
  ➢ Trains warning personnel how to alert the public to impending emergencies
  ➢ Ensures duty personnel are aware that authority to sound the LWS rests with the duty operator
  ➢ Monitors results of all warning systems tests and determines any remedial actions necessary
  ➢ Ensures LWS is operable and that supplementary warning systems are in place
  ➢ Participates in SWS tests and conducts regular LWS tests to ensure operability
  ➢ Maintains equipment in good order; notifies superiors of any malfunctioning warning equipment.
  ➢ Coordinates requests for repairs to warning devices and warning related equipment.

6

 ➢ Determines the coverage of the Local Warning System. Notifies Emergency
   Management Director of shortfalls in coverage area.
 ➢ Makes certain NOAA weather alert radios are in place and functioning where positive
   warning is needed

4.3 WARNING PERSONNEL

Responsibilities include:
 ➢ Activate warning systems when appropriate.
 ➢ Maintain appropriate logs and submit work orders for maintenance as needed.
 ➢ Testing warning systems
 ➢ Learn and understand warning signals and procedures.
 ➢ Maintain communications with the Warning Officer for proper upkeep of emergency
   telephone numbers, notification methods, etc.
 ➢ Perform mobile warning, door to door notification, if necessary.
 ➢ Identify Warning System shortcomings and bring them to the attention of the Warning
   Officer.

4.4 EMERGENCY MANAGEMENT DIRECTOR

 ➢ Activates Warning Section in the EOC
 ➢ Ensures emergency warning systems are activated by the duty officer when he is
   directed to do so
 ➢ Issues cancellation of warning notice or otherwise ensures emergency responders and
   the public are aware of the fact that the emergency situation is terminated.

4.5 ALL TASKED ORGANIZATIONS

 ➢ Upon receipt of a warning message or signal, initiate internal organization notification
   actions to:
     o Alert personnel (employees and volunteers assigned emergency response
       duties) to the emergency situation.
     o As appropriate to the situation:
         ▪ Suspend or curtail normal business activities
         ▪ Recall essential off-duty employees
         ▪ Send non-critical employees home
         ▪ Evacuate the organization's facilities
 ➢ If appropriate, augment the EOC's effort to warn the public through the use of vehicles
   equipped with public address systems, sirens, employees going door-to-door, etc.

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of the Warning activities.

5.1 ADMINISTRATION

The Warning Officer's yearly written reports to the Emergency Manager shall include:
- ➢ Deficient coverage to populated areas by the Local Warning System.
- ➢ An annual summary of improvements which would enhance the Local Warning System.
- ➢ Suggested revisions, corrections and improvements to the Warning Annex

Specific administrative areas include:
- ➢ The Warning SOP (separately promulgated for official use only) contains the phone lists and radio frequencies of emergency personnel to be notified at the declaration of an emergency.
- ➢ The need for training shall be addressed to the WO who will arrange for same, as required.
- ➢ The development of mutual aid agreements dealing with warning, and assistance from neighboring communities shall be addressed in writing.
- ➢ Preserve essential records, logs, and other evidence relating to warning tests and activations.
- ➢ Track any Warning MOUs

5.2 LOGISTICS

Specific logistical support policies include:
- ➢ The Local Warning Point should be equipped with an automatically activated EAS radio receiver to supplement the RILETS.
- ➢ The Local Warning Point should be equipped with a Rhode Island Tactical Emergency Radio Network (RITERN) base station as a backup system to RILETS
- ➢ The Local Warning Point should be equipped with tone activated NOAA weather radio receiver to supplement the RILETS.
- ➢ Each item of warning equipment is identified and linked to an agency responsible for its maintenance. This equipment includes public address (PA) systems, EAS and NOAA Weather Radio receivers, etc.
- ➢ WO will monitor the testing of the LWS and report deficiencies to the EMA Director
- ➢ The WO is responsible for recommending agreements with private service agencies to augment the jurisdiction's warning capabilities
- ➢ The WO is responsible to insure that if multiple incidents develop, each Incident Commander (IC) will have adequate warning equipment to notify the public in the vicinity.
- ➢ Establish regular tests and logs of backup power for all warning systems which is essential for operation during disasters. This includes radio equipment and control circuits.

5.2.1 Warning System Security

The Warning Officer will assure security measures are in place. Security measures include:
- ➢ Assuring warning system activation circuits are not accessible to the general public.
- ➢ Providing lighting and electromagnetic pulse (EMP) protection to circuits as practical.
- ➢ Providing telephone company circuit numbers to RIEMA, for listing on the telephone company priority list for restoration of services during outages
- ➢ Maintain circuit numbers for troubleshooting with the phone company

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Warning Officer, who is charged with keeping its Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
- Homeland Security Act of 2002, Establishes Department of Homeland Security (DHS)
- The Robert T. Stafford Disaster Relief Act, Public Law 93-288, as amended

7.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

7.1.3 Local
- This Warning Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
- STATE OF RI, Emergency Operations Plan, Annex B Alerting and Warning.
- FCC, RI Detailed EAS State Plan, Sept. 1989
- FEMA, Objectives for Local Emergency Management, CPG 1-5
- FEMA, Guide for Increasing Local Government Civil Defense Readiness During Periods of International Crisis, SLG100/May 1990
- FEMA, Guide for All-Hazard Emergency Operations Plans, (SLG) 101, Sept. 1996
- FEMA, Principles of Warning, CPG 1-14
- FEMA, National Warning System (NAWAS) Operations Manual, FEMA
- FEMA, Outdoor Warning Systems Guide. CPG 1-17
- FEMA, Emergency Broadcast System. CPG 1-40/May 1991
- NOAA, Warning -- A Call to Action.

City of Cranston
EMERGENCY OPERATIONS PLAN

ANNEX D
EMERGENCY PUBLIC INFORMATION

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Emergency Public Information

TABLE OF CONTENTS

LIST OF FIGURES

ANNEX D
EMERGENCY PUBLIC INFORMATION

SECTION 1.0 PURPOSE

To provide a process by which the City of Cranston will disseminate timely, accurate and useful information and instructions to residents, throughout an emergency.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

Responsibility for Emergency Public Information lies with the Cranston Emergency Management Agency. The Emergency Public Information Center resides within the EOC.

2.1.1 Means Of Dissemination

Many means exist for passing Emergency Public Information (EPI) from responsible City of Cranston officials to the public:
  ➢ The Rhode Island Emergency Alert System (EAS)
  ➢ The combined print and broadcast media news agencies, including cable television (CATV)
  ➢ Local Warning Systems (LWS) sirens and air horns are not capable of conveying the actual details of information pertaining to an emergency, but mobile public address units may prove valuable to spread EPI.
  ➢ Pre-printed pamphlets, such as *Get Ready Now* produced by the US Department of Homeland Security, distributed by local Post Offices.
  ➢ Citizens can access information about all hazards via the Internet sites such as www.ready.gov
  ➢ Local media are generally eager to cooperate by broadcasting and publishing detailed disaster related instructions to the public.
  ➢ The following media outlets serve the City of Cranston:
      o TV Channel 10, WJAR
      o TV Channel 12, WPRI
      o TV Channel 6, WLNE
  ➢ A telephone number has been established for residents to call for more information about a disaster or missing relatives. This number should be routed to the EPI Officer's section; a summary of all calls received shall be logged.
  ➢ The EPI officer will brief the Mayor about important issues identified by monitoring the media and public feedback.

5

2.2 ASSUMPTIONS

- ➢ The State will use the State Warning System (SWS) to pass hazard warnings, disaster related information and other detailed messages to the City of Cranston. See Warning Annex C.
- ➢ The City of Cranston may use the EAS, which includes cable television systems, radio and TV stations, to broadcast emergency messages directly to the residents of Cranston.
- ➢ EPI from city officials, specifically directed to Cranston residents, will be reported by the news wire services, broadcast stations and the print media
- ➢ Preprinted handouts addressing identified hazards will be delivered to central locations for dissemination to the public.
- ➢ With assistance from the Governor's Commission for the Handicapped, available EPI will be disseminated to Special Needs individuals, which include the visually and hearing impaired.
- ➢ EPI will be provided in a language other than English if:
  - o More than 5% of the city's population speaks a particular foreign language exclusive of English
- ➢ The City will work with local agencies and volunteer organizations to publicize:
  - o Places to locate missing relatives
  - o Available emergency services
  - o Areas restricted from public access

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Emergency Public Information in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

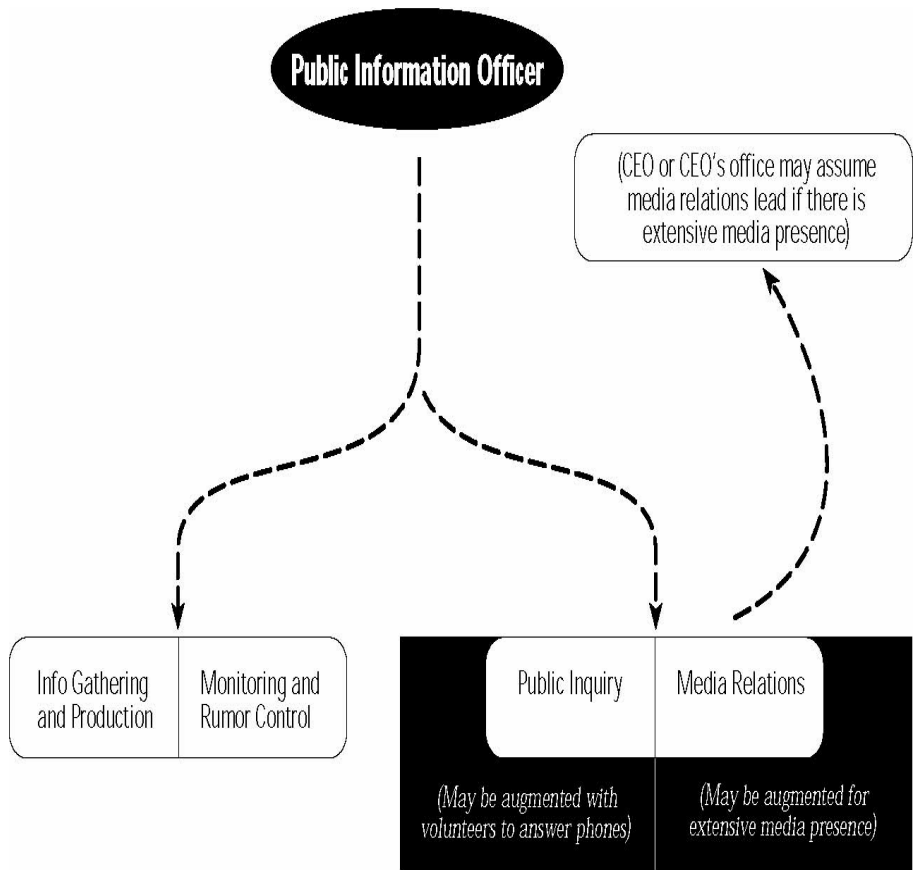Figure 1 depicts the many functions commonly involved in Emergency Public Information.

FIGURE 1: EPI FUNCTIONS

3.1 EPI GOALS

The EPI organization provides valuable information about an emergency to the public. The public in turn can be of great service by providing important information to the EOC.

It is the policy of the City of Cranston to have a single release point for EPI. When the EOC is activated, this will be the EOC. Either the Mayor or the Incident Commander will be the spokesperson. Whenever possible, information will be provided in a positive and reassuring manner.

The Emergency Public Information Officer will:
- Ensure information to be released has been approved by the Mayor.
- Provide information essential for the public's survival
- Keep the public informed and up-to-date
- Screen EPI releases to ensure:
    - Timeliness
    - Accuracy
    - Adequacy of information
    - Consistency
- Stress self-reliance, as well as checking on, and assisting relatives and neighbors in need
- Encourage public feedback by including information such as:
    - Points-of-contact
    - Telephone numbers for the public to call
    - Designated meeting locations and times

3.2 ACTION ITEMS GIVEN ADVANCED WARNING

EPI actions that would be taken when there is a day's notice of an impending disaster:
- Coordinate with the Mayor and the EOC Emergency Response Team (ERT) to develop a timetable of preparations and public announcements
- Establish and maintain contact with the media providing preparedness information and instructions approved for release by the Mayor.
- Arrange accelerated printing of camera-ready, disaster related public handouts
- Provide printed material to the media, and pre-selected distribution points (i.e. schools, Post Offices, groceries stores, and churches).
- Evaluate what is being reported by the media about the impending disaster and brief the Mayor
    - Clip newspaper articles
    - Monitor live or tape the broadcast media
    - Scan pertinent internet sites
- Request support from the Communications Officer if overwhelmed by the volume of calls from the public

3.2.1 Advanced Warning Message Content Checklist
- Nature of the hazard
- Estimated time and area of impact
- Self-protective actions for the risk area
- Suggest preparation of a 72-hour disaster supply kit
- Advise of the potential for evacuation
- Established evacuation routes
- Mass Care Facility locations
- Instructions on how to care for young children, pregnant women and the elderly
- Instructions on how to protect and care for pets and farm animals
- Availability of preparedness brochures at <www.ready.gov> or 1-(800) BE-READY
- Time of next scheduled press conference
- EOC telephone number for public inquiries

3.3 ACTION ITEMS GIVEN LIMITED WARNING

- ➢ Coordinate with the Mayor to determine what protective actions are necessary, (i.e. limited evacuation, in-place sheltering)
- ➢ Distribute press releases and emergency information packets, with particulars about the event.
- ➢ Coordinate with Warning Officer
  - o Prepare brief EAS messages directed to Cranston residents
  - o Use door-to-door canvassing to spread the warning.
- ➢ Disseminate emergency instructions and information to the public in the following order of priority:
  - o Lifesaving instructions
  - o Health preservation information
  - o Status of the emergency
  - o Other useful information including responses to media inquiries
- ➢ Ensure the EOC telephone number is provided to the public.
- ➢ Monitor broadcast and print media to ensure proper information is being disseminated. Brief Mayor about issues and draft corrective news releases.

3.3.1 Limited Warning Message Content Checklist

- ➢ Describe the hazard and risks posed to people and property
- ➢ Define the risk area and predicted time of impact
- ➢ Provide instructions for protective actions the public can take
- ➢ Announce decisions made regarding school children
- ➢ Reference any pertinent written material citizens may have at hand
- ➢ Review the City of Cranston's current actions and plans
- ➢ Announce <u>when</u> the next report will be issued
- ➢ Provide the public EOC telephone number

3.4 ACTION ITEMS: POST DISASTER

- ➢ Maintain contact with media, providing official information as approved by the Mayor for dissemination
- ➢ Monitor the accuracy of media reports and telephone inquiries, respond to correct misinformation or rumors.
- ➢ Request assistance from the Communications Officer if overwhelmed by phone inquiries
- ➢ Print and distribute health and safety instructions as appropriate
- ➢ Compile a chronology of events.

3.4.1 Post Disaster Message Content Checklist

- ➢ Survival instructions
- ➢ Health hazard information
- ➢ Current situation assessment
- ➢ Restricted area announcements
- ➢ Summary of local government actions
- ➢ How and where to get help
- ➢ How and where to get help for animals
- ➢ Telephone number for inquiries
- ➢ Contact names and phone numbers for those volunteering help

> Specific procedures detailing how evacuees will be allowed to return home
> Scheduled release time of next local government EPI report

3.5 INTER-JURISDICTIONAL

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general Emergency Public Information responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, SOPs and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICER

The primary spokesperson for the City of Cranston is its Chief Executive Officer, the Mayor. The Mayor:
> May delegate the primary spokesperson function to the Public Information Officer (PIO)
> Gives release approval for emergency instructions and information
>> o May delegate this function to the PIO.
>> o May delegate this function to the on-scene Incident Commander
> Designates a location for media briefings

4.2 EMERGENCY PUBLIC INFORMATION OFFICER

> Manage all aspects of EPI on behalf of the Mayor, when authorized.
> Act as an advisor to the EM Director regarding all EPI matters
> Coordinate with the Mass Care Coordinator, State Health Department, etc. to obtain necessary information
> Brief any Public Affairs Officers who go to the incident site, as requested
> Manage a Disaster Welfare Information (DWI) service, if one is activated. Cooperates with other agencies doing this task such as the American Red Cross
> Supervise the media briefing center
> Coordinate rumor control activities (monitors media and phone call summaries to determine public reaction to the incident response)
> Works with Resource Manager to coordinate media assistance regarding donations.
> Ensure timely preparation of EPI materials and ensures dissemination
> Maintain numbered copies of all original news releases with "initials for release"
> Provide the public with telephone number to obtain additional information
> Maintain a chronological record of disaster events
> Deactivate the Cranston EOC Public Information Center
> Retain records of any EAS messages forwarded for transmission over the network
> Retain copies of any press releases with approval signatures

4.3 EMERGENCY MANAGEMENT DIRECTOR

- ➢ Advises the Mayor as to the appropriate time for disseminating emergency instructions to the public.
- ➢ Assists the PIO with news release preparation and rumor control.

4.4 EMERGENCY ALERT SYSTEM STATIONS

- ➢ Stations automatically carry (auto-carries) EAS announcements when they are sent over the system. (Note: EAS messages must be short & concise; no longer than 30 seconds)

4.5 LOCAL MEDIA

- ➢ The local media remains in contact with the PIO to receive notification of news conferences, press releases and city official's instructions to the public.
- ➢ Verify field reports of emergency developments with the PIO.

4.6 SUPERINTENDENT OF SCHOOLS

- ➢ Disseminates emergency information to school population as appropriate.
- ➢ Decides if early release of students is warranted; drafts public announcement with PIO

4.7 RESOURCE MANAGER

- ➢ Provides the PIO with:
  - o Any unmet needs requests from the donations team
  - o Suitable locations for donation drop-offs
  - o Mailing address for cash donations
- ➢ Assists with transportation support for distribution of printed materials

4.8 VOLUNTEER ORGANIZATIONS

- ➢ Provide manpower for public inquiry telephone bank when requested by the PIO.
- ➢ Provide support in distributing EPI materials when requested by the PIO.

4.9 LAW ENFORCEMENT

The Cranston Police Department will coordinate security and visitor control at the EOC and media center.

4.10 ALL TASKED AGENCIES

- ➢ Provide information as requested by the PIO.
- ➢ Clear all emergency related news releases with the PIO.
- ➢ Provide Public Affairs Officer to support EPI activities when requested by the PIO
- ➢ Direct ALL media inquiries to the PIO.

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Emergency Public Information activities.

5.1 ADMINISTRATION

The PIO team provides the Mayor and EOC senior leaders with a daily press coverage summary. The summary consists of clippings from various newspapers and/or the Internet and is typical of what the media is writing. Summaries, often called "new clips", of radio talk show chatter about a disaster are also welcomed.

➢ A dated Chronology of Events must be maintained with a brief summary of each significant event.
➢ To determine public reaction to events, summaries of all incoming phone calls are routed to the PIO for assessment. Important calls include:
  o Requests for information
  o Observation reports
  o Rumors

5.2 LOGISTICS

5.2.1 Staffing Requirements And Assignments

Determine minimum and surge requirements for:
➢ EOC activation during Watches and Warnings
➢ Surge staffing requirements
➢ Overnight staffing during 24/7 operations
➢ Post disaster recovery periods

5.2.2 Facilities And Equipment

➢ Determine minimum requirements for the Media Center
➢ Arrange in place use agreements and sources for equipment needed only when the Media Center is activated.
➢ Make arrangements to acquire additional supplies and equipment during disasters
➢ Install equipment such as:
  o Computers and computer projectors for the media center
  o Public address amplifiers
  o Several Telephones
  o Conference phones
  o A copying machine with ample supplies
  o TVs connected to an outdoor antenna (CATV may not work during disasters)
  o Radios tuned to local broadcast stations connected to audio tape recorders
  o Special needs equipment (hearing impaired)
➢ Reserve one phone number for public inquiries
➢ Obtain bull horns

5.2.3 Phone Number Lists

Since disasters occur after hours, a listing of after hour's telephone numbers should be maintained in Appendix 2. This list should include locations and phone numbers for:

  ➢ Twenty-four hour print shops
  ➢ Radio and TV station newsrooms
  ➢ Wire Services such as UPI and AP
  ➢ Commercial vendors
  ➢ Emergency response agencies
  ➢ Volunteer organizations
  ➢ State agencies

(Other publications about various hazards that suggest proven citizen response actions are available from the State Emergency Management Agency (RIEMA) office.)

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Public Information Officer, who is charged with keeping its Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

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7.1 AUTHORITY

7.1.1 Federal

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  ➢ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State

  ➢ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local

  ➢ This Emergency Public Information Annex is authorized under the auspices of the City of Cranston's basic Emergency Operations Plan.

7.2 REFERENCES

- *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
- *Guide For All-Hazard Emergency Operations Planning;* State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- US Homeland Security – Get Ready Now (Citizen Preparedness brochure)
- *Hazard Awareness Guidebook,* CPG 1-34, FEMA
- *Disaster Operations - A Handbook for Local Governments*, CPG 1-6. FEMA
- *Emergency Alert System*, CPG 1-40, FEMA May 1991
- *In Time of Emergency - A Citizen's Handbook on Emergency Management*, H-14 FEMA 1985.
- *Objectives for Local Emergency Management*, CPG 1-5 FEMA 1984.
- *Winter-Fire Safety Tips for the Home*, L-97, FEMA, 1989.
- *Winter Storm*, L-96, FEMA, 1985.
- *Hurricane-Floods*, L-107, FEMA, 1990.
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City of Cranston
EMERGENCY OPERATIONS PLAN

ANNEX E
EVACUATION
(PROTECTIVE ACTIONS)

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
EVACUATION (Protective Actions)

TABLE OF CONTENTS

ANNEX E
EVACUATION (PROTECTIVE ACTIONS)

SECTION 1.0 PURPOSE

This Annex contains provisions for the safe and orderly evacuation of people from risk areas to Mass Care Shelters and safety.   It is activated when Cranston is threatened by hazards which could lead to a disaster.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

Responsibility for providing citizens with an orderly means of Evacuation lies with the City of Cranston.

➢ Historically, there has not been a need to evacuate
➢ Signs have been provided by the State Emergency Management Agency to identify evacuation routes which are outside of historical flood plains.
➢ An evacuation could be conducted any time people are deemed to be at risk.

2.2 ASSUMPTIONS

➢ Warning messages are understood by those who are at risk.
➢ Evacuation of 80 to 95% of the population may only begin when warning messages are made by senior local officials.
➢ Five to 20% of people at risk will evacuate even before being directed to do so; sometimes referred to as "spontaneous evacuation".
➢ Some people will refuse to evacuate regardless of the threat.
➢ Some owners of companion animals (pets) will refuse to evacuate unless arrangements are made to care for their pets.
➢ The State Police and RI National Guard may help with evacuation efforts.
➢ For some weather-related hazards, standard evacuation routes with fixed signage can be used.
➢ Should there be little or no warning, the Incident Commander (IC) at a disaster scene may implement evacuation orders.

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Evacuation (Protective Actions) in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

3.1 PUBLIC NOTIFICATION

➢ The Local Warning System (LWS) is used to alert citizens of evacuations, see Annex C.
➢ Procedures for keeping the general public informed of evacuation instructions and routes are contained in Emergency Public Information Annex D.

3.2 EVACUATION ROUTES

➢ This plan addresses evacuating citizens at risk to Mass Care Facilities via the safest possible routes. See Appendix 1 for a list of evacuation routes.
➢ The city has identified several routes to Mass Care Facilities in safe areas.
➢ Signs have been provided by the State Emergency Management Agency to identify primary evacuation routes. See Appendix 1 for sign locations.
➢ Routes leading to open facilities will have to be identified and marked for the public.
➢ There will be a large number of people who will evacuate to friend's and relative's homes rather than to public facilities. They will find their own routes.

3.3 SPECIAL NEEDS POPULATIONS

➢ Special needs populations in Cranston have been identified and may require transportation.
➢ Assembly areas in Cranston have not been identified for those without transportation.
➢ Arrangements have been made in advance to utilize Cranston school and Cranston Transvan busses for those without transportation.

3.4 DIRECTION AND CONTROL

➢ The Emergency Response Team at the EOC assesses the need for evacuation.
➢ The CEO orders any evacuation requiring the use of Mass Care Facilities
➢ The ARC or other organizations are notified and Mass Care Facilities are activated.
➢ The Public Works Department may be directed to erect barriers on streets leading into the evacuated area.
➢ The Public Works Department may be directed to erect additional signs leading citizens to shelters.
➢ The Local Warning System is used to notify the public of evacuation orders.
➢ EPI will keep the general public informed and work to control rumors.
➢ Coordination and tracking of evacuation traffic will take place from the EOC.
➢ Extra police protection will be provided for evacuated areas.

3.5 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4. These agreements are related to the evacuation concerns contained in this annex.

There may be a need to evacuate citizens beyond the city limits. In this case, a host community must be identified. The host community will activate Mass Care Facilities and mark evacuation routes from their city line to the shelters. Law enforcement will be involved in all evacuation decisions made at the EOC and will supervise evacuation routes.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general Evacuation (Protective Actions) responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICER
- Requires the Evacuation Coordinator to report to the EOC when activated.
- Issues a public statement on the city's evacuation policies.
- Issues evacuation instructions or orders when appropriate.

4.2 EVACUATION COORDINATOR
- Upon arrival at EOC, assesses situation and makes recommendations to the EM Director on appropriate evacuation options.
  - Selects most appropriate evacuation routes from risk areas to mass care facilities.
  - Reviews pre-designated routes to ensure the roads are open, and evacuation traffic will not conflict with incoming resources
  - Reviews pre-designated routes to verify they are properly marked.
  - Estimates the traffic capacity of these routes.
  - Considers possibility that one-way traffic may be instituted on two-way evacuation routes.
  - Prepares an ad hoc evacuation movement control plan
- Works with EPI Officer to advise the public of:
  - Evacuations
  - Mass Care Facility openings
  - Evacuation assembly areas
  - Evacuation routes
  - Updated information
- Coordinates with Public Works for barriers and additional evacuation signs
- Coordinates with Law Enforcement for traffic control and security
- Executes prearranged agreements with the electric utility company to disconnect power to evacuated areas as a public safety measure.
- Coordinates with Animal Control for pet care arrangements

4.3 EMERGENCY MANAGEMENT DIRECTOR

- Reports to the EOC, when directed.
- Makes recommendations to the Mayor regarding evacuation options
- Briefs ERT regarding evacuation routes to mass care facilities
- Coordinates with Animal Control regarding evacuated animals

4.4 LAW ENFORCEMENT

Provides traffic control and security during evacuation to include:
- Assists in citizen evacuation notification
- Enforcement of evacuation orders
- Perimeter control of evacuated areas at inbound route control points
- Traffic control
  - o Initiates emergency one-way traffic on evacuation routes
  - o Maintains traffic flow
  - o Allows use of breakdown lanes
  - o Expedites removal of broken down vehicles blocking evacuation routes
- Provides security for evacuated areas

4.5 PUBLIC WORKS

- Erects barricades for traffic control
- Erects barricades to control entry into evacuated areas
- May install additional signs identifying assembly points and evacuation routes
- May assist with transportation

4.6 PUBLIC INFORMATION OFFICER

Distributes instructions and information to evacuees using all means possible including media briefings:
- Explains what areas must be evacuated and why using maps and other visual aids
- Reminds evacuees to bring all necessary medicines and supplies
- Announces Assembly Point locations and pick up schedules
- Provides directions regarding the choice of evacuation routes
- Identifies open Mass Care Facilities ensuring sufficient capacity remains.
- Issues instructions with regard to pets and animals including those left behind.

4.7 MASS CARE COORDINATOR

- Makes preliminary arrangements to open Mass Care Facilities
- Activates Mass Care Facility Managers and staff when appropriate
- Provide EOC with immediate reports, when facilities are ready to accept evacuees
- Opens Mass Care Facilities at the direction of the Mayor
- Notifies EM Director when a facility is about to reach its capacity so evacuees can be redirected

4.8 HEALTH AND MEDICAL COORDINATOR

- ➢ Maintains contact with local hospitals, nursing homes and health care facilities to advise them of potential evacuations
- ➢ Updates the EOC ERT regarding the availability of emergency room services.   Some emergency rooms may be overwhelmed during a disaster.
- ➢ Serves as liaison with DOH regarding health issues during evacuation
- ➢ Serves as liaison with DEM for coordination of environmental issues during evacuation

4.9 SUPERINTENDENT OF SCHOOLS

- ➢ Determines if early school closure is warranted
- ➢ Makes arrangements and announcements for school bus transportation and parental pickup of children
- ➢ Releases school busses for evacuation of the general population
- ➢ When schools are used as Mass Care Facilities, coordinates dual or sole use (school & shelter vs. shelter only) with the EOC

4.10 ANIMAL CONTROL OFFICER

- ➢ Estimates number of animals that may need evacuation.
- ➢ Coordinates the evacuation of farm animals.
- ➢ Arranges for livestock trailers that may be required.
- ➢ Searches for strays and effects rescues
- ➢ Acts as liaison with State agencies involved with animal issues

4.11 ALL TASKED AGENCIES

- ➢ Make provisions to protect and secure facilities in the evacuated area
- ➢ Relocate vital supplies from the risk area
- ➢ Manage the safe and timely evacuation of their staffs

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Evacuation (Protective Actions) activities.

5.1 ADMINISTRATION

- ➢ Maintains accurate records of the numbers of people evacuated, and the populations of Mass Care Facilities
- ➢ Records the names and work hours of all persons involved in the evacuation effort, including overtime and the donated hours of volunteers.
- ➢ Ensures all paid and volunteer personnel involved in the evacuation function are duly enrolled in the Emergency Management organization and have appropriate identification cards.
- ➢ Generates and maintains maps that depict primary and alternate routes for evacuation and signage placement

5.2 LOGISTICS

- ➢ Arrange and activate bus transportation arrangements for evacuees at assembly points.
- ➢ Ensure signs are in place for evacuation routes and assembly areas.
- ➢ Arrange priority use of gas and diesel fuel depot for vehicles transporting evacuees.
- ➢ Arrange personnel and equipment support for evacuation by the Public Works Department. See Resources Annex
- ➢ Coordinate with adjoining communities to support cross-border evacuation.

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Emergency Management Director who is charged with keeping Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal

- ➢ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- ➢ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State

- ➢ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local

- ➢ This Evacuation (Protective Actions) Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES

- ➢ *Emergency Operations Plan*, *State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
- ➢ *Guide For All-Hazard Emergency Operations Planning; State and Local Guide* (SLG) 101, Washington: FEMA, Sept. 1996

City of Cranston
EMERGENCY OPERATIONS PLAN

ANNEX F
MASS CARE

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
MASS CARE

TABLE OF CONTENTS

LIST OF FIGURES

ANNEX F
MASS CARE

SECTION 1.0 PURPOSE

To ensure provisions have been made for disaster victims so they will receive appropriate services at mass care facilities.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

➢ Responsibility for providing mass care services rests with the City of Cranston.
➢ The American Red Cross (ARC) will manage and staff designated facilities provided a memorandum of agreement exists and they are notified. ARC approved mass care facilities are identified in Appendix 1.
➢ Officials will ensure that proposed mass care facilities are located outside floodplain zones and inspected for structural integrity.
➢ Messages will be directed to citizens advising them to bring blankets, necessary medicines and special diet foods to mass care facilities.

2.2 ASSUMPTIONS

➢ Should American Red Cross (ARC) services not be available, other public and nonprofit organizations will assume responsibility for operating mass care facilities. These organizations may include the Salvation Army, churches, schools, and local service agencies. Alternate mass care facilities are identified in Appendix 1.
➢ Sufficient warning time is available to ensure mass care facilities are opened in time to provide shelter and other services for evacuees.
➢ Approximately 80% of evacuees seek shelter with friends or relatives rather than going to established mass care facilities.
➢ The City of Cranston may need to shelter evacuees from neighboring communities.

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Mass Care operations in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

3.1 PUBLIC NOTIFICATION

➢ The Local Warning System (LWS) is used to notify citizens of evacuation to mass care facilities, see Annex C.
➢ Procedures for keeping the general public informed of mass care activities are contained in the Emergency Public Information Annex D.

3.2 FACILITY OPERATIONS

➢ All mass care facilities shall:
  o Announce opening of the facility via the best available means
  o Ensure the facility is staffed and managed, see Appendix 2 contact list
  o Be prepared to shelter, feed and provide basic medical care
  o Register each person using ARC form 5972 in order to respond to inquiries
  o Prepare and forward daily situation reports to the EOC
  o Prepare for a simple plan for terminating services and closing the facility
➢ Copies of registrations at all facilities shall be delivered daily to the Mass Care Coordinator at the EOC
  o The coordinator will prepare a central registry.
  o The registry data shall be available to the EPI Officer who fields public inquiries about the whereabouts and status of loved ones.

3.3 SPECIAL GROUPS

➢ The City maintains listings of "Population Groups Requiring Special Assistance". Generically, such groups are the elderly, bedridden, and persons with disabilities. Listings of specific individuals are maintained by the EMA Office. This information is confidential and available "on a need to know basis", and for use by emergency personnel only.
➢ Special Needs Populations who may require municipal assistance include:
  o Children in school (Release via school busses or retain)
  o Children in daycare centers (Retain or release)
  o Nursing home residents (Shelter-in-place, if practical)
  o Transient populations i.e. motel or hotel guests, and seasonal workers (In-place shelter, if practical).
  o People without transportation (provide bus service, alert media)
  o Pet owners: Since no pets are permitted in Mass Care facilities, arrangements must be made with animal control.

3.4 INTERJURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4. These agreements are related to the mass care concerns contained in this annex.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general mass care responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICER

➢ Requires the Mass Care Coordinator to report to EOC when it is activated.
➢ Issues an order to open mass care facilities, when appropriate.

4.2 MASS CARE COORDINATOR

➢ Upon arrival at the EOC, assesses the situation and works with the Emergency Response Team (ERT) to make recommendations
➢ Chooses which mass care facilities should be opened.
➢ Alerts those on the mass care notification list of potential facility activation.
➢ Selects mass care facilities based upon:
   o Hazard vulnerability considerations.
   o Facility location relative to evacuation routes
   o Services available including emergency power
   o Advice from the Emergency Management Director
   o Management and resource availability
   o Availability and reliability of communications links with the EOC
➢ When directed, take necessary actions to open facilities
➢ Maintains direct contact with mass care facility managers
➢ Coordinates with the Resource Manager to determine supplies needed
➢ Coordinates with the Public Works Director to ensure delivery of supplies
➢ Verifies routes to mass care facilities are clearly marked
➢ Coordinates with Law Enforcement for traffic control
➢ Coordinates with Communications Officer to establish communications links between mass care facilities and the EOC.
➢ Provides Mass Care Facility Manager(s) with a list of animal shelters opened to house and care for pets.
➢ Ensures daily mass care situation reports are sent to the EOC
➢ Collects information from facility managers including who is sheltered,
➢ Upon termination, submits mass care expenditure statement to appropriate authorities for reimbursement

4.3 MASS CARE FACILITY MANAGER

- Reports to assigned facility, when directed.
- Notifies team members to report for duty
- Manages facility, opens it to receive evacuees, begins registration
- Ensures all sheltered persons fill out ARC form 5972, see Appendix 5 for sample.
- Posts policy on pets at front door.
- Maintains contact with EOC, provides daily situation reports to include:
  - Number of people staying at the facility
  - Names and addresses of people staying at facility
  - Status of supplies
  - Condition of facility
  - Requests for specific types of support
- Maintain records of expended supplies
- Arranges transportation home for evacuees, if needed
- Cleans facility, returning it to original condition
- Prepares final report to Mass Care Coordinator; identifies supplies needing replacement and "lessons learned".

4.4 EMERGENCY MANAGEMENT DIRECTOR

- Makes recommendations to the Mayor regarding numbers and locations of mass care facilities that should be opened.
- Coordinates with the PIO to make public announcements of mass care facility locations and estimated opening times.
- Coordinates with the Mass Care Coordinator to activate facilities.

4.5 AMERICAN RED CROSS

- ARC will be notified as soon as a decision is made to open any mass care facility it has agreed to staff and manage.
- ARC will open, manage and staff these mass care facilities.

4.6 SALVATION ARMY AND OTHER PRIVATE ORGANIZATIONS

- When requested, may be available to serve food and provide other mass care support.

4.7 SUPERINTENDENT OF SCHOOLS

- Makes decisions regarding early school closings.
- Consults with Mass Care Coordinator prior to making any school facility available particularly if students are in-building.
- Determine if school resources are available for mass care.

4.8 LAW ENFORCEMENT

- Provides security and maintains order at mass care facilities
- Provides traffic control during evacuee movement to mass care facilities.
- May provide alternative communications link to mass care facilities using police radio.

4.9 PUBLIC WORKS

- ➢ Ensures mass care facility power, water and sanitary services are maintained during emergency conditions.
- ➢ May transport personnel, supplies and equipment to and between mass care facilities.
- ➢ May erect signs and barriers where deemed necessary.

4.10 PUBLIC INFORMATION OFFICER

- ➢ Coordinates public announcements with the media about availability and locations of mass care facilities and pet shelters.
- ➢ Arranges press conferences regarding mass care operations.

4.11 ANIMAL CARE AND CONTROL OFFICER

- ➢ Reports to the EOC when directed.
- ➢ Advises Mass Care coordinator on all matters relating to animal control and care during emergencies.
- ➢ Maintains contact with adjacent communities and state counterparts regarding mass care animal issues.

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Mass Care activities.

5.1 ADMINISTRATION

- ➢ Mass care training for managers and volunteers is offered by the American Red Cross and the Department of Homeland Security (DHS).   Opportunities for Mass Care Training are offered by RIEMA.
- ➢ Cranston has a signed agreement with the ARC for managing mass care facilities in the city. A copy of the agreement may be placed in Appendix 4.
- ➢ Volunteers assisting in the mass care function shall be sent letters of appreciation following stand-down.

5.2 LOGISTICS

- ➢ The volunteer roster shall be updated and keep current.
- ➢ Locations of all mass care facilities, including ARC shelters, are listed in Appendix 1.
- ➢ All ARC registration forms #5972 shall be collected and retained for at least 90 days following the closure of mass care facilities (See figure 1).

American Red Cross				DISASTER SHELTER REGISTRATION	

American Red Cross **DISASTER SHELTER REGISTRATION**

Family Last Name				Shelter Location	
Names	Age	Medical Problem Killed Injured Hospitalized	Referred To Nurse	Shelter Telephone No. Date of Arrival	
				Predisaster Address and Telephone No.	
Man					
Woman (Include Maiden Name)					
Children in Home				I ☐ do, ☐ do not, authorize release of the above Information concerning my whereabouts or general condition.	
				_____ Signature	
				Date Left Shelter _____	
				Time Left Shelter _____	
Family Member not in Shelter (Location if Known)				Postdisaster Address and Telephone Number	
SHELTER MASTER FILE				AMERICAN RED CROSS FORM 5972 (5-79)	

FIGURE 1: AMERICAN RED CROSS REGISTRATION FORM

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Mass Care Coordinator, who is charged with keeping Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
- *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
- This Mass Care Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
- *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
- *Guide For All-Hazard Emergency Operations Planning;* State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- *Habitability And Human Problems In Shelters*, FEMA CPG 2-21
- *Sheltering And Care Operations*, FEMA CPG 2-8
- *Shelter Management Handbook*, FEMA P&P8
- *Objectives For Local Emergency Management*, FEMA CPG 1-5
- *Shelter Management Handbook*, FEMA-59
- *Life Support Operations In Shelters*, FEMA CPG 2-20

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX G
HEALTH AND MEDICAL SERVICES

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Health and Medical Services Annex

TABLE OF CONTENTS

City of Cranston
EMERGENCY OPERATIONS PLAN
Health and Medical Services Annex

SECTION 1.0 PURPOSE

The Health and Medical Services Annex addresses the activities associated with mobilizing and managing health and medical services in the City of Cranston under emergency or disaster conditions.

SECTION 2.0 SITUATION AND ASSUMPTIONS

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

Responsibility for Health and Medical Services is shared between the Rhode Island Department of Health (RIDOH), licensed doctors, health care workers and local Emergency Medical Technicians (EMT).

The Health and Medical Coordinator reports to the city EOC when it is activated.

2.1 SITUATION

- Local Health and Medical operations are limited to treating casualties, first aid, extraction of victims, transportation of victims to emergency rooms, and establishing medical command posts.
- The City of Cranston normal transports patients to the emergency rooms (ER) of the following hospitals:
  - Rhode Island Hospital
  - Hasbro Children's Hospital
  - Miriam Hospital
  - Veteran's Administration Hospital
  - St. Joseph's Hospital – Fatima Unit
  - Roger Williams Hospital
  - Kent County Hospital
  - Women & Infants Hospital
- Public and private health and medical facilities (not utilized on a day-to-day basis per RI Prehospital Care Protocols) are:
  - Garden City Treatment Center
  - Cranston Medical
- All Health and Medical operations will function under the Incident Command System (ICS).
- This annex applies primarily to large-scale emergency and/or disaster events that would cause sufficient casualties to overwhelm facilities and services normally in use.

➢ Under state law, the Rhode Island Department of Health (RIDOH):
  o Is the lead agency for public health issues
  o Houses the medical examiner's office,
  o Maintains a full service laboratory to conduct tests
  o Performs restaurant & nursing home inspections,
  o Licenses radioactive materials
  o Determines the quality of potable water
➢ RIDOH has drafted a Medical Distribution System (MEDS) Plan. It addresses the preposition of medical supplies throughout the state, with funding from the Homeland Security Agency.
➢ RIDOH State Emergency Support Function #15 addresses Behavioral Health. It identifies 8 regional teams of 8 to 12 trained critical incident stress managers. One of these teams is available to Cranston.

2.2 ASSUMPTIONS

➢ A damage assessment following any event may discover that some health & medical issues have developed in the City of Cranston.
➢ Volunteers may come forward and should be utilized effectively under this and the Resources Management Annex H.
➢ Any loss of electrical power could have a serious affect on health & medical operations.
➢ Additional resources normally utilized outside the community may be available
➢ There may be a need to request federal assistance, depending on the nature of the event.
➢ During the first 12 to 24 hours of a disaster, emergency health and medical measures will be handled by local and state resources.
➢ It may be necessary to relocate victims or patients from an impacted area to a contingency field hospital.
➢ Hospitals will implement their internal and/or external disaster plans at the onset.

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Health and Medical Services in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures (SOPs) and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

3.1 INTRODUCTION

➢ The City of Cranston provides health and medical services under the leadership of the Cranston Fire Department EMS.
➢ The city has designated that the Fire Department EMS Director will act as the Health and Medical Coordinator (H&MC) on Cranston's Emergency Response Team (ERT).
➢ The H&MC is responsible for coordinating the efforts of Cranston's Health And Medical Response Team.
➢ While the H&MC may manage activities from the EOC, a field medical command post at a disaster site may also be necessary.

- Health and medical issues commonly addressed from the EOC include:
  - Monitoring medical care and transportation of victims
  - Monitoring isolation, decontamination and the treatment of victims
  - Arrange for triage when there are large numbers of victims
  - Identify victim holding and treatment areas
  - Ensure identification, transportation and disposition of the deceased
  - Identify and control the spread of hazardous chemicals and infectious diseases, notifying RIDOH of any such events.
  - Determine any need to activate the State MEDS plan.
  - Assist in drafting advisories to the public regarding subjects such as:
    - Emergency water supplies
    - Waste disposal
    - Mass feeding services
    - Hazardous plumb vectors
    - Immunizations
    - Disinfection
  - Verify the need for trained crisis counselors and activate Behavioral Health ESF #15. Cranston is served by Region 4.
  - The H&MC has identified 2 medical facilities in Cranston that may prove useful in a disaster.
    - Garden City Treatment Center, Reservoir Avenue
    - Cranston Medical, Atwood Avenue
- The HM&C has not identified a temporary morgue facility.
- The H&MC has not identified a location for triage and treating large numbers of injured.

3.2 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4. Cranston participates in the Southern New England Mutual Aid Assistance Plan.

- Cranston obtains drinking water from the Scituate Reservoir via the Providence Water Supply Board.
- Cranston is connected to its own wastewater disposal system.

A large variety of Health and Medical Services are available through state agencies. Requests are routinely made by telephone, but in an emergency can be made via radio (CDSTARS).

- Cranston has agreed to provide a storage location for medical supplies distributed in accordance with the RIDOH Medical Emergency Distribution System (MEDS) Plan, an Appendix to State EOP Annex I.
- A Regional Behavioral Health Response Team (one of eight) is available to Cranston through RIDOH should there be a need for crisis counseling.
- Cranston's Animal Control Officer advises RIDEM of animal deaths to ensure they are not an indication of a chemical release or disease outbreak.
- A wide range of federal assistance via FEMA is available when requested through RIEMA.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general health and medical responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL

The Mayor, Chief Executive Official (CEO), requires that the Health and Medical Coordinator report to, or send a decision-making representative to the EOC when it is activated.

4.2 HEALTH AND MEDICAL COORDINATOR

The Health and Medical Coordinator (H&MC):
- Rapidly assesses health and medical needs and briefs the CEO
- Oversees and coordinates health and medical organizations to assess their needs. Helps them obtain resources and ensures necessary services are provided.
- Ensures emergency medical teams establish a medical command post
- Coordinates with local and neighboring community health and medical organizations and RIEMA, especially if State or Federal assistance is likely.
- Maintains a patient/casualty tracking system.
- Coordinates the location, procurement, screening, and allocation of health and medical supplies and resources, (Including human resources).
- Provides information to the PIO, regarding public health issues such as boil water orders, numbers of injuries and deaths, etc.
- Provides the above information to the information processing section of the EOC for inclusion in the daily situation reports.
- Maintains an inventory of Health and Medical equipment necessary to implement this plan.
- Maintains a list of contact information for all individuals and facilities involved in Health and Medical Services.
- Enrolls volunteers and identifies municipal employees for emergency Health and Medical duties.

4.3 EMERGENCY MEDICAL SERVICES

Emergency Medical Services (EMS) personnel and equipment respond to a disaster scene.
- Upon arrival EMS assume appropriate role in the Incident Command System (ICS). Reports the situation to the EOC. Establishes communications links.
- Triage, stabilize, treat and transport the injured. Coordinate with local and regional hospitals to ensure casualties are transported to the appropriate facilities.
- Establish and maintain field communications with other responding emergency teams, either directly or though the EOC, and with hospitals.
- Direct the activities of private, volunteer and other emergency medical units that arrive on the scene.
- Evacuate people from affected hospitals, nursing homes and congregate care facilities if necessary.
- Oversee search and rescue teams, including dive teams for water rescue, at the scene,.

4.4 HOSPITALS

Hospitals implement their own internal and external disaster plans.
- Hospitals shall provide situation reports to the EOC including the number of beds available and if ER is accepting patients.
- Consider early release of patients in order to accept disaster scene victims with serious injuries.
- Coordinate with other hospitals and RIDOH should evacuation of hospital patients be necessary.
- If feasible, send medical personnel, supplies and equipment to the disaster site.
- Establish and staff a reception and support center at each hospital to accept victims and assist friends and relatives. Share data with the American Red Cross (ARC) and the Cranston EOC.

4.5 PUBLIC HEALTH

All public health services in Rhode Island are under the jurisdiction of the Director of the Rhode Island Department of Health (RIDOH).
- RIDOH determines the purity and usability of foodstuffs, water, drugs and other consumables.
- Provides epidemiological surveillance, case investigation and follow-up.
- Provides laboratory services (at 50 Orms St., Providence) required to support emergency health and medical services.
- Coordinates immunization and quarantine operations.
- Establishes preventative health services including the control of communicable diseases.
- Monitors food handling and sanitation services at emergency facilities and mass feeding stations.
- Arranges the placement of supplies in key places throughout the State under the separately promulgated State MEDS plan, an Appendix to State EOP Annex I.

4.6 ENVIRONMENTAL HEALTH

All environmental services are under the auspices of the RI Department of Environmental Management (DEM).
- Monitors and evaluates environmental health risks or hazards and ensures appropriate actions are taken. DEM may request federal assistance from the Environmental Protection Agency (EPA) and U. S. Department of Agriculture (USDA) via RIEMA.
- Acts to prevent or control vectors such as flies, mosquitoes and wild animals.
- Has field experts trained and equipped to detect and inspect sources of contamination.
- Licenses and regulates Individual Septic Disposal Systems (ISDS) statewide.
- Coordinates with local animal control officer (ACO) in the disposal of dead animals, calls for assistance can be made to the DEM-Division of Agriculture.
- The primary agency responsible for all State parks and certain open space properties owned by the State.
- Inspects Dams and earthen dikes, maintaining a list of any that might pose a safety risk.

4.7 MENTAL HEALTH

Mental Health Services (Crisis Counseling) are provided through 8 strategically located regional teams.
- ➢ The Behavioral Health Response Team assigned to support Cranston is available by request under State Emergency Support Service (ESF) #15.
- ➢ These services, provided by teams of at least 8 trained critical incident stress managers, are available for disaster victims, survivors, bystanders, responders, their families and other community caregivers during response and recovery.

4.8 MORTUARY SERVICES

The State Medical Examiner's (ME) office is located at 50 Orms St., Providence. The ME:
- ➢ Collects, identifies, and cares for human remains
- ➢ Determines the cause of death
- ➢ Inventories and secures personal effects of the deceased
- ➢ Locates and notifies next of kin
- ➢ Establishes temporary morgue facilities
- ➢ Establishes and maintains a comprehensive record-keeping system for fatality statistics
- ➢ Coordinates with:
  - o Search and rescue teams, hospitals, EMS and other emergency responders.
  - o Funeral directors, morticians and assets for transportation of deceased persons.
  - o State Medical examiner's office (see 4.5 above)
  - o Law enforcement for security, property protection and evidence collection.
  - o Dentists and x-ray technicians for identification purposes
  - o Cranston does not have an agreement with the American Red Cross (ARC) for their notification of relatives service.
  - o Cranston law enforcement does not assist mortuary facilities in identifying victims

4.9 AMERICAN RED CROSS

When requested, the American Red Cross (ARC):
- ➢ Provides food for emergency medical workers, volunteers and patients
- ➢ Maintains the Disaster Welfare Information (DWI) System to collect receive and report information about disaster victims.
- ➢ Assists with notification of the next of kin (with a formal agreement)
- ➢ Assists with the reunification of the injured with their families.
- ➢ Provides blood, blood substitutes and blood byproducts and/or implements reciprocal agreements for replacement of blood items.
- ➢ May provide supplementary medical, nursing aid and other health services, upon request.

4.10 SOCIAL SERVICE AGENCIES

Social Service Agencies that may be useful during disaster events include:
- ➢ Comprehensive Community Action Program (CCAP)
- ➢ Senior Services Center, 1070 Cranston Street

4.11 ANIMAL CONTROL

➤ Coordinates between veterinarians, animal hospitals and the local shelter to arrange for services for animals.
➤ Coordinates with DEM on the location, collection and disposal of dead animals. (See Section 4.6)

4.12 LAW ENFORCEMENT

➤ Provide security assistance to medical facilities and health and medical field personnel upon request

4.13 ALL TASKED AGENCIES

➤ Provides status reports to the EOC including number of deaths, injuries, etc.
➤ Provides information to the EOC that might be useful for public advisories.
➤ Refers all media requests for information to the PIO at the EOC.
➤ Maintains inventories and records of expended emergency medical equipment & supplies.
➤ Requests Law Enforcement security, via the EOC, to protect vulnerable work sites i.e. aid stations, temporary morgues, etc.
➤ Develops plans to evacuate or relocate patients, staff, equipment, supplies and vehicles, before, during and after disaster operations to assure continuity of operations (COOP).
➤ Designates staffing necessary to perform disaster duties outlined herein.

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Health and Medical Service activities.

5.1 ADMINISTRATION

Identify sources to obtain personnel, equipment and supplies, transportation, facilities, services and other resources required to support Health and Medical activities. Some specific requirements to consider follow:

5.1.1 Medical Response Teams

Identify and document the medical emergency response teams operating within the city.

5.1.2 Augmentation Personnel

➤ Make provisions to verify the credentials of health and medical personnel who do not normally practice in the jurisdiction

- ➢ Sources of health and medical personnel who may be called in are:
  - o EMS from surrounding communities
  - o Physicians, specialists, nurses, with proper credentials
  - o Technicians, emergency ambulance crews
  - o State employed health and environmental professionals
  - o Volunteers with proper credentials
  - o Medical school residents and teaching staff
  - o US Public Health Service to include Disaster Medical Assistance Teams (DMATs) & Veterinary Medical Assistance Teams
  - o Department of Veterans Affairs
  - o Medical departments of businesses and industries

5.2 LOGISTICS

Logistics are the arrangements made to provide support to organizations performing disaster health and medical service functions.

- ➢ Specific matters requiring attention include:
  - o Sources and locations of medical supplies and equipment
  - o Local medical supply stores and pharmacies
  - o Supply storage locations
  - o Additional emergency vehicles
  - o Accessing supplies from adjacent communities
  - o Private sector suppliers in the State
  - o Private sector health organizations
  - o Accessing Federal resources through RIEMA.
- ➢ Acquisition of medical/health equipment and supplies including:
  - o Initial supplies and re-supplying field medical operations.
  - o Initial supplies and re-supplying health and mortuary services
  - o Re-supplying any hospital or other facilities used
- ➢ Transportation of health and medical personnel, victims, supplies, and equipment
  - o Local government-owned vehicles used to transport victims
  - o Private and public ambulance companies
  - o Water transport and distribution
  - o Limousine and taxi companies
  - o Mortuaries (for hearses)
  - o Four-wheel drive and high-centered vehicles for medical evacuations under bad weather or flood conditions.
- ➢ Other needs
  - o Sheltering and feeding field, health and medical personnel and patients.
  - o Possible relocation of field medical command posts due to changing conditions.
  - o Identification and selection of temporary morgue facilities.
  - o Acquisition of embalming supplies, body bags, and necessary heavy equipment suitable for mass fatality situations.

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Health and Medical Coordinator, who is charged with keeping its Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

6.1 INVENTORY

The Health and Medical Coordinator shall maintain a current inventory of all Health and Medical:
- Equipment
- Supplies
- Supplemental transport vehicles
- Facilities, including current telephone numbers

6.2 ROSTER OF PERSONNEL
- The Health and Medical Coordinator will enroll volunteers and identify municipal employees, primarily from the Fire Department, who qualify for Emergency Health and Medical Roles.
- Telephone, pager and cell phone numbers for all personnel identified in this Annex are maintained by the Health and Medical Coordinator in a separately promulgated SOP "For Official Use Only".

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
- *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- *The Robert T. Stafford Disaster Relief Act*, Public Law 93-288, as amended

7.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
- This Health and Medical Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES

7.2.1 Federal
- *Emergency Operations Plan, State Of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)

> *Guide For All-Hazard Emergency Operations Planning; State and Local Guide (SLG) 101*, Washington: FEMA, Sept. 1996
> *Objectives for Local Emergency Management,* CPG 1-5, 1984
> *Disaster Operations - A Handbook for Local Governments*, CPG 1-6, 1981
> *Guide for the Development of a State and Local Continuity of Government Capability*, CPG 1-10/July 1987.

7.2.2 State

> *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
> *State of Rhode Island Medical Emergency Distribution System (MEDS) Plan*
> Rhode Island Department of Mental Health plan for coordinated mental health services; *Behavioral Health Emergency Support Function #15*, Rhode Island State Department of Mental Health and Retardation (MHRH).
> State of RI Title 23 Laws relating to health: Index Of Chapters of State law relevant to this Health and Medical Annex

o	Chapter 23-1	Department Of Health
o	Chapter 23-1.1	Division Of Occupational Health
o	Chapter 23-1.3	Radiation Control
o	Chapter 23-2	Local Health Officers
o	Chapter 23-4	Office Of State Medical Examiners
o	Chapter 23-4.1	Emergency Medical Transportation Services
o	Chapter 23-4.5	Blood Bank Services
o	Chapter 23-6	Prevention And Suppression Of Contagious Diseases
o	Chapter 23-6.2	Public Access Defibrillation
o	Chapter 23-8	Quarantine Generally
o	Chapter 23-9	Quarantine Of Vessels
o	Chapter 23-12.5	New England Compact On Radiological Health Protection
o	Chapter 23-16.1	New England Health Services And Facilities Compact
o	Chapter 23-16.2	Laboratories
o	Chapter 23-17	Licensing Of Health Care Facilities
o	Chapter 23-17.1	Licensing Of Nursing Or Personal Care Homes
o	Chapter 23-18.1	Disposition Of Bodies To Be Buried With Public Funds
o	Chapter 23-18.8	Waste Recycling
o	Chapter 23-18.9	Refuse Disposal
o	Chapter 23-19.1	Hazardous Waste Management
o	Chapter 23-19.2	Local Health Regulations
o	Chapter 23-19.3	Sanitarians
o	Chapter 23-19.4	Septage, Industrial Wastes And Waste Oil Pumping, Cleaning And Transportation
o	Chapter 23-19.5	Percolation Tests And Water Table Elevation Determinations
o	Chapter 23-19.7	Hazardous Waste Management Facilities
o	Chapter 23-19.8	Hazardous Waste Cleanup
o	Chapter 23-19.9	Low-Level Radioactive Waste Compact
o	Chapter 23-19.10	Hazardous Waste Reduction, Recycling, And Treatment Research And Demonstration Act Of 1986
o	Chapter 23-19.11	Low-Level Radioactive Waste Disposal
o	Chapter 23-19.12	Generation – Transportation-Storage-Treatment-Management And Disposal Of Regulated Medical Waste

- o Chapter 23-19.14   Industrial Property Remediation And Reuse Act
- o Chapter 23-23   Air Pollution
- o Chapter 23-23.1   Air Pollution Episode Control
- o Chapter 23-23.5   Noxious Trades
- o Chapter 23-24   Hazardous Substances
- o Chapter 23-24.3   Substances Or Compounds Used As Sewerage System Cleaners
- o Chapter 23-24.4   Hazardous Substances Community Right To Know Act
- o Chapter 23-27.4   Interstate Compact On Industrialized/ Modular Buildings
- o Chapter 23-28   Fire Prevention And Investigation
- o Chapter 23-28.1   Fire Safety Code–General Provisions
- o Chapter 23-28.2   Division Of Fire Safety
- o Chapter 23-28.3   Fire Safety Code Board Of Appeal And Review
- o Chapter 23-28.5   Inspection Of Buildings
- o Chapter 23-28.6   Places Of Assembly
- o Chapter 3-28.10   Health Care Facilities
- o Chapter 23-28.12   Schools
- o Chapter 23-28.19   Tents–Grandstands–Air-Supported Structures
- o Chapter 23-28.28   Explosives
- o Chapter 23-28.34   Fire And Carbon Monoxide Detection Systems
- o Chapter 23-28.36   Notification Of Fire Fighters, Police Officers And Emergency Medical Technicians After Exposure To Infectious Diseases
- o Chapter 23-28.37   Vaccination Of Firefighters To Prevent Hepatitis B
- o Chapter 23-28.39   Housing For The Elderly–Emergency Generators Required
- o Chapter 23-37   Powers Of Fire Companies
- o Chapter 23-38.1   Hazardous Substances
- o Chapter 23-40   New England Health Services And Facilities Compact
- o Chapter 23-42   Disposition Of Bodies To Be Buried With Public Funds
- o Chapter 23-44   New England Compact On Radiological Health Protection
- o Chapter 23-46.2   Hazardous Waste Management
- o Chapter 23-52   Emergency Medical Transportation Services
- o Chapter 23-65   Board Of Certification Of Operators Of Public Water Supply Facilities
- o Chapter 23-66   Comprehensive Health Risk Assessments
- o Chapter 23-69   New England Compact On Involuntary Detention For Tuberculosis Control
- o Chapter 23-76   Vaccine Shortage Protection Act

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX H
RESOURCE MANAGEMENT

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Resource Management Annex

TABLE OF CONTENTS

City of Cranston
EMERGENCY OPERATIONS PLAN
Resource Management Annex

SECTION 1.0 PURPOSE

This annex provides a methodology to utilize resources that exist in the City of Cranston to satisfy needs that might develop during any emergency. It further defines how to request additional resources when Cranston's are overwhelmed or depleted.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

2.1.1 Responsibility

Responsibility for Resource Management lies with the Cranston Emergency Management Agency. The Resource Management function resides at the EOC during major emergencies.
- The Mayor has identified the Public Works Director who will serve as the EOC Emergency Response Team's (ERT) Resource Manager.
- Resources commonly required during emergencies include transportation, personnel, fuel, emergency power, lighting, pumps, sandbags and supplies

2.1.2 Available City Resources

The City of Cranston has a wide variety of resources in-place that have proved necessary for day-to-day operations:
- Personnel (Employees and volunteers)
- Communications equipment (Telephones, computers and 2 way radios)
- Various municipal vehicles including 15 Trans Vans (15 passenger)
- 10 Pumps and 3 generators (fire department)
- City owned buildings and property
- 6 vehicles for patient transport
- 25 cots and blankets
- Food is stored in the Senior Service Center's freezer and rotated through the senior lunch program.
- Two fuel depots at fire stations for municipal vehicles
    - 1000 gallons of unleaded gasoline
    - 3800 gallons of diesel fuel

2.2 ASSUMPTIONS

2.2.1 The General Public

The general public can normally sustain itself for the first 72 hours. After that initial period, there are many potential public resource shortages that could require action:

➢ Heating oil (Cold weather)
➢ Gasoline & diesel fuel (distribution affected)
➢ Potable water filtration and distribution
➢ Food (particularly perishables)
➢ Evacuees may need transportation to mass care facilities.
➢ Evacuees in mass care facilities requiring life sustaining services that may be quickly exhausted.

2.2.2 Response Agencies

Disaster work is a 24/7 operation. Response Agencies are expected to sustain themselves for the first 24 hours of operation. Yet there are many resource needs that could require action during and after that initial period:

➢ Disaster site sanitation facilities
➢ Food service
➢ Supplemental workers (Municipal employees or volunteers) for local, state and federal first response organizations whose personnel will need rotation and rest
➢ Lodging
➢ Volunteers (Utilized where most needed and effective)
➢ Mutual Aid
  o No community has unlimited personnel and equipment resources. It is prudent to arrange mutual aid with nearby communities.
  o These agreements can sometimes identify important capital improvement projects.
➢ When requesting assistance from adjoining communities or higher levels of government, clearly articulate the:
  o Form of assistance needed
  o Quantities of resources required
  o Exact location for delivery
  o Unloading equipment available
  o Time frame of usefulness

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to Resource Management in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

Figure 1 below shows the possible components of a Resource Management Organization.
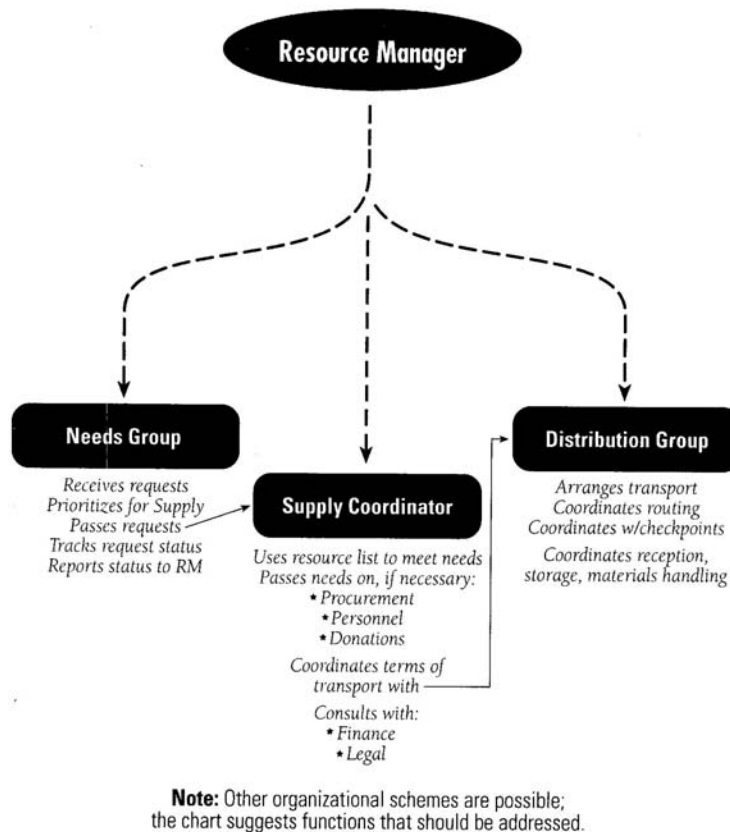
Note: Other organizational schemes are possible; the chart suggests functions that should be addressed.

FIGURE 1: POSSIBLE RESOURCE MANAGEMENT COMPONENTS

3.1 RESPONSIBILITIES

The City of Cranston is responsible for developing a Resource Management System that, when activated, fulfills the emergency needs of the public and first responders. Under the Incident Command System, the Resource Manager in the EOC coordinates administrative and logistics functions associated with the Resource Function.

➢ The Resources Manager working in consultation with the Mayor will set specific priorities as required.
➢ Disaster victims take precedence in the allocation of resources.
➢ Emergency service agencies shall exhaust their own channels of support before turning to the Resource Management Function.

3.2 ACTIVATION

The Resource Manager, whose normal day-to-day function is Public Works Director, will report to the EOC when notified of its activation. (See Warning Annex C).

The Resource Management Function is activated by the Resource Manager, as directed by the Mayor.

During advanced Watches and Warnings, suppliers with in-place agreements should be notified of pending activation.

3

3.3 EMERGENCY RESOURCE ACTIVITIES

There are four basic emergency resource activities:
- ➢ Needs Assessment
- ➢ Obtain supplies
- ➢ Maintain financial and legal accountability
- ➢ Distribute supplies

3.3.1 Needs Assessment

A needs assessment is an ongoing activity. Essential information includes:
- ➢ Contact person and telephone number
- ➢ What's needed
  - o Clearly outline exactly what you want
- ➢ When its needed
- ➢ Why its needed
  - o Be specific
- ➢ Priority
  - o Adopt a formal classification system
- ➢ How much is required
- ➢ What form it should be in to be usable
- ➢ Container size
- ➢ Delivery point address and directions
- ➢ No longer needed if delivered after date
- ➢ Follow -up requests for resources must be logged, prioritized and passed on to those responsible for obtaining and committing resources. Tracked as follows:
  - o Ordered
  - o Pending
  - o En-route
  - o Delivered (request met and completed)

3.3.2 Supply Procurement

- ➢ Notification of suppliers
  - o When warning is available, notify suppliers with whom arrangements exist of the jurisdiction's intent to activate the agreement. Availability of supplies should be validated and key items should be reserved.
- ➢ Evaluation of requests against known supplies
  - o If the needed resource is on hand, contacts the supplier, confirms transportation responsibilities and provides necessary information such as faxing a special pass that may be necessary at checkpoints, to allow delivery.
- ➢ Procurement and Hiring
  - o For high priority needs, an expedited procurement and/or hiring process may be in order. The legal authority exists under the Ordinance establishing EM and generally requires a State of Emergency declaration by the Mayor.
- ➢ Soliciting Donations
  - o When it becomes increasing difficult to obtain needed supplies, specific requests for donations of what is needed may resolve the problem.
  - o Work with the Public Information Officer (PIO) to draft a news release specifying the supplies or services needed.

3.3.3 Maintaining Financial And Legal Accountability

➤ The activities of the Resource Manager and its functions will ultimately be reviewed by the city financial officer.

➤ Comply with the authorized budget; log and process transactions, obtain receipts, track accounts and secure access to additional funding as necessary and feasible.

➤ Check with legal advisor before spending disaster cash donations.

3.3.4 Distributing Goods And Services

➤ **Activating and operating key facilities***:* There is a need to determine what facilities in city will be used to receive and distribute donated supplies, places that will serve as receiving or staging areas, checkpoints and warehouses. These places will be required to handle the flow of resources into and through the city.

➤ **Traffic control:** To ensure that vital services and goods get through, unnecessary traffic should be held back or rerouted. Provide checkpoint passes for shippers.

➤ **Hauling:** If the city's transportation resources are overwhelmed, outside contractors may be required. Remember to provide drivers with appropriate credentials.

➤ **Reporting and coordination:** The EOC may have a need to communicate directly with checkpoints to alert on duty officers of incoming resources. Suggested tracking forms for locations, resources and delivery times are provided in Appendix 5.

3.4 POST-EMERGENCY ACTIVITY

Typical Resource Management recovery actions include:

➤ **Disposal of excess stocks:** Return loaned equipment to owners. Surplus property disposed in accordance with local ordinances. Relinquish warehouse space to providers as soon as practical. Find appropriate takers for donated items not utilized.

➤ **Stand down:** Facilities and staff should be deactivated, as deemed feasible, after all reports and documentation are filed.

➤ **Financial settlement:** The city may need to reimburse or compensate the owners of certain private property. Submit required reports if aid was received under the Stafford Act.

➤ **Thank-you letters:** Those who provided supplies, made donations, and volunteered their services should receive written acknowledgement in appreciation, preferably signed by the Mayor. New suppliers should be approached about developing a memorandum of agreement for future emergencies.

3.5 COORDINATION WITH VOLUNTEER AGENCIES

Volunteers, in addition to paid city employees, serve an important role in disaster work.

➤ Twenty-four hour emergency operations may not be possible, without volunteer workers.

➤ Pre-disaster enrollment of volunteers allows time to assess their skills and for security screening.

➤ Many volunteer agencies have outreach programs for such personnel.

3.6 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

The city will notify RIEMA of any shortfalls in resources that may be augmented by the State. RIEMA will in turn notify FEMA, should city and state resources be overwhelmed. FEMA may well activate the Federal Response Plan and lend federal resources to the disaster response.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general resource management responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, Standard Operating Procedures and Checklists developed and maintained by responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL

The Chief Executive Official (CEO) requires the Resource Manager to report to the EOC when it is activated during an emergency situation.

4.2 RESOURCE MANAGER

- ➢ Identify staging areas
- ➢ Assist law enforcement to establish appropriate checkpoints
- ➢ Monitors any resource needs during an emergency and advises the Mayor of action items.
- ➢ Provide vehicles and drivers for emergency transportation
- ➢ Makes arrangements for work space and other support items
- ➢ Estimate the number of personnel needed for resource tasks
    - o Enroll and assign temporary hires and volunteers
    - o Records all hours worked
- ➢ Coordinate with all functions regarding needs and priorities.
- ➢ Ensure procurement and delivery of essential supplies
- ➢ Establish and manage a Donations Coordination Team to address:
    - ▪ **Needs:** Tabulates needs assessment and specific requests.
    - ▪ **Supplies:** Locates and secures resources.
    - ▪ **Donations:** Manages receipt storage, sorting, and distribution of donations.
    - ▪ **Procurement:** Locates needed resources not readily available.
    - ▪ **Personnel:** Recruits and hires personnel necessary for emergency staffing
    - ▪ **Financial:** Ensures records and receipts are maintained
    - ▪ **Legal:** Advises the CEO and Resource Manager about contracts and procurement questions
    - ▪ **Distribution:** Transports resources, performs materials-handling work
    - ▪ **Telephone bank:** Answers calls from the public
- ➢ Maintain listings of facilities and associated telephone numbers, as outlined in this plan.
- ➢ Maintain a current inventory of all available resource equipment and transportation

4.3 EMERGENCY MANAGEMENT DIRECTOR

- ➢ Advises and assists the Resource Manager, as required, during response operations.

4.4 FINANCIAL OFFICER

- ➢ Provide financial support to Resource Management Function.
- ➢ Tracks expenditures.

4.5 LAW ENFORCEMENT
- ➢ Provides escort and security for delivery, storage and distribution of resources.
- ➢ Dispatches traffic control to critical intersections, (control points).

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes support functions required as part of Resource Management.

Listed below are the types of records that must be kept, what form they should be in, and methods to protect them. Reports that should be made are also included. Use of a computer is recommended so that search and sort capabilities can be utilized.

5.1 ADMINISTRATION
- ➢ **Reports and records:** Track all requests for materials, supplies and personnel. Forms to accomplish this are provided. (See appendix 5).
- ➢ **Finance:**
  - o Provide written and oral guidance on the use of funds during an emergency.
  - o Draft any guidance necessary to deal with impromptu cash donations.
- ➢ **Procurement:** A City of Cranston purchase order for reproduction during an emergency is provided in Appendix 5.
- ➢ **Hiring and Other Personnel Issues:**
  - o A waiver of the normal procedure for temporary hiring may be permitted during emergencies.
  - o Ensure that all overtime is recorded for possible reimbursement under the Stafford Act.
  - o Properly enroll any volunteers and provide identification credentials.

5.2 LOGISTICS
- ➢ Donations offered during emergencies can be of benefit, but sometimes hinder emergency operations.
- ➢ Purchase prices and contract costs should be in place pre-disaster, so that necessary materials can be supplied without unnecessary paperwork delays. While some procurement procedures can be avoided during a "State of Emergency", the costs and purchasing rules should initially be considered the responsibility of the requesting agency. Purchase orders (See Appendix 5) and accountability are required.
- ➢ It is necessary to keep accurate personnel records of hours worked, overtime, volunteer time and the names of all involved.
- ➢ Accurate records of the actual expenses incurred are necessary for reimbursement by RIEMA and FEMA:
  - o Cost of supplies
  - o Rental costs
  - o Purchase receipts
  - o Documentation of other expenses

Documents retained for legal purposes
- ➢ Logs of operations
- ➢ Computer emails
- ➢ Action forms

5.2.1 Staffing

- ➢ Estimate the number of personnel, by job title, necessary for the mission.
- ➢ Identify a methodology to fulfill shortfalls

5.2.2 Establishing Logistics Facilities

- ➢ **Point of arrival:** Where people and shipments shall be directed.
- ➢ **Mobilization Centers:** Place where people and resources can be processed prior to being deployed to an incident site or staging area.
- ➢ **Staging Areas:** Convenient equipment and/or personnel assembly points used prior to impending deployment to incident sites or areas, i.e. Cranston Stadium.
- ➢ **Warehouses and other storage facilities:** Warehouse space should be pre-identified in case staging areas and mobilization centers become overloaded. (Don't overlook neighboring jurisdictions; realtors can be a good information source)

5.2.3 Donation Management

- ➢ **Donation Coordination Center (DCC)/Telephone Bank:** Some calls coming into the EOC may be offering volunteer services or goods. These calls should be routed to the DCC so it will be matched with proper recipient organizations. Resources should supply trained volunteers to staff donation telephone lines.
- ➢ **Checkpoints:** The appropriate place to stop and inspect incoming vehicles, check for IDs, passes, inspect cargo for rerouting. EOC communications with the checkpoint and the Resources Manager is vital.
- ➢ **Donations Receiving Areas:** Disasters that receive wide publicity have been inundated with truckloads of donations. While some of the donations may be of great value, the only way to determine this is to unload the trucks, sort and distribute what is needed; impossible to do unless planned for.

5.2.4 Other Logistics Functions

- ➢ **Lodging:** An influx of volunteers and government workers will necessitate billeting. Hotels and motels are quickly filled by insurance adjusters, utility workers, and media. Arrangements with churches, school gyms and other places may be appropriate.
- ➢ **Communications:** Resource Management operations require dependable communications with each of the functions previously identified. Telephone is the primary means, backed up two-way radio. Radio communications is primary to locations not served by telephone, such as checkpoints and mobile units. Ensure key phone numbers are kept up to date so time is not wasted during an emergency.
- ➢ **Computers and software:** Laptop computers draw the least amount of power and can run for hours without electricity. Desktop computers should be equipped with Uninterruptible Power Supplies (UPS). Resource Management is involved with large volumes of information and experience has shown database programs are an excellent means for managing and tracking materials and people. Spreadsheet programs are best suited to financial record keeping and inventory control. Reports are written with word processing programs.
- ➢ **Office equipment and supplies:** Pencils, pens, paper, large local maps, copying machines, butcher paper, black or white boards with chalk or erasable marking pens, public address systems for messaging, telephone, desks, barriers, waste baskets, shredders are all typically needed at the EOC and other operations.
- ➢ **Forms:** Several example forms have been created to meet the needs of this Annex. Sample forms can be used as-is, or field modified, to meet the nature of the emergency. See Appendix 5.

- ➢ **Transportation:** Official transportation needed for personnel and equipment during a disaster shall be the responsibility of the Resource Management Function. Vehicles and drivers from any ERT section (Police, Fire, Public Works, EMA, etc.) may be utilized.

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Resource Manager, who is charged with keeping Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

6.1 VOLUNTEER AND PERSONNEL ROSTER

- ➢ The Resource Manager will assist all functions in enrolling volunteers and identifying municipal employees, (Primarily from the Public Works Department), to fill emergency response roles.
- ➢ Telephone numbers of Resource personnel, including volunteers, are maintained by the Resources Manager in a "For Official Use Only", separately promulgated SOP.

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
- ➤ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- ➤ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State
- ➤ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
- ➤ This Resources Management Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
- ➤ *Emergency Operations Plan*, *State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
- ➤ *Guide For All-Hazard Emergency Operations Planning; State and Local Guide (SLG) 101*, Washington: FEMA, Sept. 1996
- ➤ *FEMA/National Donations Steering Committee, Donations Management Guidance Manual*, January 1995
- ➤ *Objectives for Local Emergency Management,* CPG 1-5, 1984
- ➤ Dis*aster Operations* - A Handbook for Local Governments, CPG 1-6, 1981
- ➤ *Guide for the Development of a State and Local Continuity of Government Capability,* CPG 1-10/July 1987.

City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ANNEX I
RESPONDER ROLES AND RESPONSIBILITES

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
RESPONDER ROLES AND RESPONSIBILITIES

TABLE OF CONTENTS

ANNEX I
RESPONDER ROLES AND RESPONSIBILITIES

SECTION 1.0 PURPOSE

The purpose of this annex is to delineate responder roles and responsibilities of city resources and volunteer agencies during an emergency or disaster. This annex recognizes the resources identified in the Basic Plan and provides greater detail.

SECTION 2.0 SITUATION AND ASSUMPTIONS

2.1 SITUATION

The City of Cranston has identified and prioritized hazards that can affect the community. These hazards are identified in the Basic Plan and addressed individually in the attachments to this Emergency Operations Plan.

In the event of a disaster, a number of response services are essential for emergency management operations. Municipal services are represented by the functions of law enforcement, fire and rescue, emergency medical services and public works. The departments and agencies of the City of Cranston are responsible for those functions. They have resources available to commit to emergency activities, and they are able to rapidly mobilize their personnel in an emergency.

The City's emergency support services also include volunteer organizations, personnel and equipment. Private sector services such as HAZMAT cleaning companies, snow removal companies and tree services may also play a role in a disaster response.

2.2 ASSUMPTIONS

The emergency response services delineated in this annex are applicable to all emergency situations and will enable the City of Cranston to respond to any emergency or disaster situation affecting its citizens.

All appropriate departments will be involved in emergency operations consistent with their day-to-day functions and responsibilities.

City government, private sector, and volunteer agencies assigned emergency support service responsibilities will have established operating procedures.

All Cranston departments and agencies, the private sector, and volunteer organizations with emergency support responsibilities will communicate and coordinate during an emergency in order to best utilize all available capabilities.

1

SECTION 3.0 CONCEPT OF OPERATIONS

This section provides an overview of critical operations related to responder roles and responsibilities in the City of Cranston. Specific organizational responsibilities and operational details identified in Standing Orders, Standard Operating Procedures (SOPs) and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

3.1 EMERGENCY RESPONSE SERVICES

Emergency response services are essential to ensure that the City of Cranston and its residents are protected from the effects of a disaster and that local government will continue to function during any emergency. Local ordinances are in place to allow delivery of these emergency support services. As Incident Commander (IC), the Mayor will coordinate all emergency support services from the EOC at the Fire Department Headquarters, 301 Pontiac Avenue.

Specific local department and agencies are responsible for the actual delivery of emergency support services and the identification of specific emergency roles and responsibilities, which may differ from routine activities.

All Cranston departments and agencies will designate and assign a decision making representative to the Emergency Response Team (ERT). Each member is to report to the EOC during an emergency to advise the Incident Commander (IC), to coordinate with other operating forces, and to direct and control their department or agencies response.

3.2 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes general roles and responsibilities that are assigned to tasked personnel and/or organizations. Specific duties and responsibilities detailed in Standing Orders, SOPs and Checklists developed and maintained by the responsible organizations may be included (or referenced) in Appendix 3.

4.1 CHIEF EXECUTIVE OFFICIAL (CEO)

➢ The Mayor acts as Incident Commander (IC) at the EOC and manages overall response and recovery operations.
➢ Maintains executive control of emergency management during disaster and major emergencies.
➢ Sets policy and makes emergency decisions.
➢ Declares a local "State of Disaster Emergency" for the city, when deemed necessary (See Appendix 5 for a sample of such a declaration).
➢ Keeps the public informed of the situation (with assistance of Public Information Officer).
➢ Requests outside assistance, when necessary, from other jurisdictions in accordance with existing mutual aid agreements.

➢ Supports the disaster response program in terms of its budgetary and organizational requirements.
➢ Identifies, by title or position, individuals serving in key positions and reporting to the ERT.
➢ Tasks organizations and agencies to identify a line of succession for emergency response personnel.

4.2 EMERGENCY MANAGEMENT DIRECTOR

➢ Serves as staff advisor to the Mayor for emergency management issues.
➢ Coordinates the planning and preparedness activities of city government to include, assembly of a Emergency Response Team (ERT) and maintenance of the Cranston Emergency Operations Plan.
➢ Analyzes the special skills needed by the ERT and arranges relevant training.
➢ Assists the Resource Manager to plan for response operations.
➢ Designates Emergency Management Agency staff to serve in key posts, as appropriate.
➢ Advocates addressing mitigation concerns during response and recovery operations.
➢ Keeps the governing body informed of preparedness status and anticipated needs.
➢ Serves as day-to-day liaison between the City of Cranston and State emergency management organizations.
➢ Coordinates with the American Red Cross, the School Superintendent and other non-profit organizations to perform mass care operations.
➢ Coordinates recruiting of volunteers.
➢ Works with PIO to procure or develop emergency Information for the public.
➢ Coordinates with Communications, Warning and Public Information Officers, Resource Manager and Evacuation, Mass Care and Health and Medical Coordinators to ensure necessary planning considerations are included in the EOP.
➢ Makes arrangement for the activation and release of response personnel during emergency conditions.
➢ Coordinates planning and requirements with the emergency staff in neighboring jurisdictions that might provide mass care facilities.
➢ Assists the animal control officer in arranging for the care of animals during and following emergencies.
➢ Makes provisions for collecting, analyzing, reporting and disseminating information to, from, and between response personnel, State/Federal Government officials, and the public.

4.3 LAW ENFORCEMENT (POLICE DEPARTMENT)

➢ Manages police department resources and directs law enforcement operations.
➢ Assigns a decision maker to the EOC to serve on the ERT.
➢ Maintains law and order during an emergency.
➢ Provides traffic and crowd control as necessary.
➢ Controls, evacuates and provides security to designated or restricted areas and vital installations as necessary. Isolates damaged areas. Secures critical facilities.
➢ Provides security at mass care facilities and the EOC.
➢ Provides transportation for EOC staff under emergency conditions.
➢ Provides warning support (reconnaissance, mobile warning).
➢ Provides communications support.
➢ Coordinates explosive ordinance reconnaissance and disposal with the State Fire Marshall.
➢ Provides damage assessment (reconnaissance and reporting).

➢ Establishes a chain of command to integrate and manage the law enforcement organizations from other jurisdictions that may respond to Cranston during a disaster situation.
➢ Protects all damaged areas in the city from looting.

4.4 FIRE AND RESCUE (FIRE DEPARTMENT)

➢ Manages fire department operations and resources. Deploys fire and rescue personnel and equipment during an emergency.
➢ Assigns a decision maker to the EOC to serve on the ERT.
➢ Conducts fire safety inspections of EOC, mass care facilities and other emergency support facilities.
➢ Disseminates warning to the public; sounds fixed sirens or dispatches mobile audible warning units to specific locations.
➢ Establishes a chain of command to integrate and manage the fire and rescue organizations from other jurisdictions that may respond to Cranston during a disaster situation.
➢ Advises decision makers of the risks associated with hazardous materials, and appropriate circumstances for using water, foams, dispersants, or fog for extinguishing, diluting, or neutralizing hazardous materials.
➢ Provides Search and Rescue Operations.
➢ Provides communications support.
➢ Manages or assists in chemical decontamination operations.
➢ Manages or assists in hazardous materials operations (hazardous spills containment and clean up).
➢ Provides radiological monitoring support.
➢ Alerts all emergency support services of the dangers associated with technological hazards and fire during emergency operations.
➢ Provides damage assessment, inspects for fire hazards.
➢ Assists with evacuation efforts.

4.5 EMERGENCY MEDICAL SERVICES (EMS)

➢ Manages EMS operations and resources. Deploys EMS personnel and equipment during an emergency.
➢ Establishes a chain of command to integrate and manage EMS organizations from other jurisdictions that may respond to Cranston during a disaster situation.
➢ Supports Search and Rescue Operations, treats the inured on-site as required.
➢ Provides emergency medical services including triage and first aid activities during response and recovery.
➢ Transports and individuals from the disaster site to medical facilities.
➢ If required, establishes a medical command post.

4.6 PUBLIC WORKS DEPARTMENT

➢ Manages public works operations and resources. Deploys public works personnel and equipment during an emergency.
➢ Assigns a decision maker to the EOC to serve on the ERT.
➢ Inspects the EOC for serviceability and provides maintenance. Provides trained personnel to ensure backup electrical power is available to the EOC.
➢ Provides personnel and equipment for heavy rescue operations.
➢ Conducts road and bridge inspection and repair.
➢ Keeps important roads open during response and recovery.

➢ Marks all evacuation routes and ensures that they direct citizens to appropriate mass care facilities. Maintains evacuation route signs.
➢ Clears storm drains.
➢ Institutes a debris management plan immediately following a disaster.
➢ Monitors sewer system and treatment plant operations during an emergency.
➢ Serves on federal, state or local teams to provide damage evaluation and assessment.
➢ Provides support equipment and fills transportation requirements.
➢ Prepares and maintains a resource list that identifies the source, location and availability specialized equipment which could be used to support emergency operations.
➢ Maintains fuel storage and distribution for vehicles and equipment.
➢ Ensures reliable source of drinking water for the community. Provides a potable water supply, if called upon.
➢ Assists, as requested, with Radiological or HAZMAT issues.
➢ Determines the safety of public buildings and emergency operations and mass care facilities in a post-disaster environment.
➢ Provides sanitation services and supplies (porta-johns) during an emergency.
➢ Assists in restoration of city utilities to critical and essential facilities.

4.7 AMERICAN RED CROSS (ARC)

➢ Opens and manages mass care facilities

4.8 SALVATION ARMY

➢ When called upon, provides mobile canteens for feeding responders at the EOC, disaster sites, etc.

4.9 ALL TASKED ORGANIZATIONS

➢ Update roster of personnel within the department who have emergency operations responsibilities.
➢ Maintain availability of personnel to fill emergency assignments 24/7 and arrange duty shift changes with a thirty (30) minute overlap period.
➢ Check operability of all sources of emergency power within the departments. Arrange for a source to fuel all vehicles and equipment during and emergency.
➢ Maintain logs and legal records regarding the organization and administration of emergency support services.

SECTION 5.0 ADMINISTRATION AND LOGISTICS

This section describes functions required to support responder roles and responsibilities.

5.1 ADMINISTRATION

➢ Develop and maintain Memorandums of Understanding between the various private, state and federal agencies.
➢ Develop and maintain Mutual Aid Agreements with surrounding communities, state and federal agencies.
➢ Municipal and volunteer agencies shall maintain accurate records of expenditures and hours worked by response personnel.
➢ Identification cards shall be issued by the city to those with assigned emergency functions.

> ➢ Volunteers shall be duly enrolled in the city of Cranston's Emergency Management program. The Officer in charge of each function shall maintain a roster of volunteers.

5.2 LOGISTICS

> ➢ Emergency support organizations shall report for duty with sufficient supplies and equipment to last the first twenty-four hours of any emergency or disaster.
> ➢ As resources and supplies are depleted, City of Cranston Resource Management will coordinate and provide available replacements.
> ➢ Responders will request resources and supplies via the EOC using the best available communications.
> ➢ Requisition forms are available through Resource Management. Samples forms are included in Appendix 5.

SECTION 6.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Annex belongs to the Emergency Management Director, who is charged with maintaining all SOPs and other reference documents (See Appendices).

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 7.0 AUTHORITY AND REFERENCES

7.1 AUTHORITY

7.1.1 Federal
Homeland Security Act of 2002, Establishes Department of Homeland Security (DHS)
The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

7.1.2 State
General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.

7.1.3 Local
This Responder Roles and Responsibilities Annex is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

7.2 REFERENCES
Emergency Operations Plan, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
Guide For All-Hazard Emergency Operations Planning; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996

City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT A
HAZARDOUS MATERIALS

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Hazardous Materials Attachment

TABLE OF CONTENTS

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ATTACHMENT A
HAZARDOUS MATERIALS

SECTION 1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to, and recovering from the effects of a hazardous material (HAZMAT) incident in the City of Cranston.

SECTION 2.0 SPECIFIC HAZARDS

2.1 HAZARD AGENTS

The term HAZMAT is used in a broad sense to include materials that, when involved in an accident and released in sufficient quantities, put some portion of the general public in immediate danger from:
  ➢ Exposure
  ➢ Contact
  ➢ Inhalation
  ➢ Ingestion.

Generally, these hazardous materials are:
  ➢ Explosive
  ➢ Flammable
  ➢ Combustible
  ➢ Corrosive
  ➢ Oxidizing
  ➢ Toxic
  ➢ Infectious
  ➢ Radioactive

2.2 HIGHWAY TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a highway HAZMAT incident as high. The following highway transportation routes are more likely to have an incident:
- Interstate Highways
  - I-95
  - I-295
- State Highways
  - 2
  - 5
  - 10
  - 37

2.3 RAILROAD TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a railroad HAZMAT incident as medium. The following railroad lines are more likely to have an incident:
- Amtrak lines located near Wellington Avenue

2.4 PIPELINE TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a pipeline HAZMAT incident as low. The following pipelines are more likely to have an incident:
- Petroleum pipeline in Western Cranston
- Water transmission pipelines under Scituate Avenue

2.5 RIVER TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a river HAZMAT incident as low. The following rivers are more likely to have an incident:
- Pawtuxet River

2.6 SHORELINE TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a shoreline HAZMAT incident as low. The following shorelines are more likely to have an incident:
- Port of Providence is adjacent to the shoreline of Cranston. Any large spill in the Port of Providence is likely to affect the Cranston Shoreline.
- Narragansett Bay Shoreline
  - Rhode Island Yacht Club
  - Edgewood Yacht Club
  - Port Edgewood Marina

2.7 HARBOR AND PORT TRANSPORTATION INCIDENTS

Cranston rates the overall risk of a harbor and port HAZMAT incident as low. The following harbor(s) and/or port(s) are more likely to have an incident:
  - ➢ Pawtuxet Cove
    - o Pawtuxet Cove Marina
    - o Pawtuxet Athletic Club Marina

2.8 HAZMAT FACILITY INCIDENTS

Cranston rates the overall risk of a HAZMAT facility incident as medium. A list of HAZMAT facilities involved in production, processing, storage, or transportation is included in Appendix 1.

2.9 HAZARDOUS WASTE FACILITY INCIDENTS

Cranston rates the overall risk of a hazardous waste **processing** facility incident as medium. Risk of an incident at a **treatment** facility is medium. At a **disposal** facility, the risk is medium.

SECTION 3.0 SITUATION AND ASSUMPTIONS

3.1 SITUATION

Industries and businesses located throughout Cranston are manufacturing, storing, transporting and/or using extremely hazardous substances. See Appendix 1 for a list of such facilities. These materials do not present a threat in their controlled environments; however accidental release could result in hazardous situations affecting the public and emergency responders.

3.1.1 Governmental Responsibilities

Local government is responsible for safety measures and precautions that protect the public until a hazardous situation has been corrected by returning the hazardous material to a controlled environment. The State and Federal Governments are responsible for providing needed services and resources which are unavailable, exhausted, or not within the capabilities of local government.

3.1.2 Emergency Response Plans

A hazard analysis of the City of Cranston has identified facilities with extremely hazardous substances. An Emergency Response Plan for each of these facilities has been prepared by the owners of each facility. Protective zones around facilities vary in size depending upon of the type and amount of chemical(s) stored at each facility.

3.1.3 Local Emergency Planning Committee (LEPC)

The State Emergency Response Commission (SERC) has established nine LEPC Districts within Rhode Island. The City of Cranston has been assigned to LEPC District Number 8. LEPC District 8 is comprised of:

➢ Cranston
➢ Warwick
➢ East Greenwich
➢ North Kingstown

LEPCs are charged with the following responsibilities:

➢ Develop HAZMAT response plans in coordination with local government, SERC, and the HAZMAT facilities themselves.
➢ Schedule and supervise annual chemical incident exercises
➢ Distribution of response plans to all involved agencies
➢ Coordinate the Community Right-to-Know aspects of SARA Title III

3.1.4 Community Emergency Coordinator

The Superfund Amendments and Reauthorization Act, SARA Title III requires a community's plan designate a Community Emergency Coordinator. Cranston's Coordinator position is filled by the fire chief.

3.2 ASSUMPTIONS

3.2.1 Notification

Timely, informative and accurate notification of a hazardous materials emergency is critical for an effective emergency response operation. Section 304 of SARA Title III requires the immediate notification of a Community Emergency Coordinator and the State when the release of a hazardous substance occurs.

Although Title III does not require the emergency notification of the local fire department, SERC believes such notification is critical. SERC has provided a suggested Title III Release Report Form which provides for notification of the local fire department. The City of Cranston endorses this form and has made it a part of its own notification procedures by incorporating it into facility Emergency Response Plans.

3.2.2 Public Safety

A release of a hazardous material into the environment could quickly bring harm to public health and immediately pose a life threatening situation to emergency responders. In-place sheltering and evacuation are protective actions that the public could take to reduce or eliminate their exposure to a hazardous material (See Annex E).

4

SECTION 4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A through I. These modifiers provide unique concepts for responding to a HAZMAT incident. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

Any of the direction and control functions identified in Annex A may be activated during a HAZMAT incident.

4.1.1 On-Scene Response Operations
  - The first arriving fire department units must
    - Establish a command post (CP) and Incident Commander (IC)
    - Assess the health and safety situation for the general population and emergency responders
    - Initiate limited evacuation of surrounding areas if warranted
    - Declare a response level, which may be increased or decreased as more senior officers arrive.

Incidents shall be classified in accordance with the following response levels:

  - **LEVEL I -** Fire personnel handling minor incidents, such as leaking propane tanks. Single agency response, with no evacuation except for any structure involved. There is no immediate threat to life, health or property.

  - **LEVEL II -** Incidents that require the response of a full alarm assignment. Incident will expand beyond fire department response; specialist or a technical team called to the scene. Potential threat to life, health and property with an expanded geographic scope.
  - **LEVEL III -** Incidents that require the response of different agencies to bring under control. Evacuations and hazardous material teams are needed. Serious hazard or severe threat to life, health and property (potential or actual). Large geographic and community impact. State and federal involvement.

A serious incident within the City of Cranston will usually have the following agencies involved in the command structure:

  - Cranston Fire Department
  - Cranston Police Department
  - Cranston Emergency Management Agency
  - Rhode Island Emergency Management Agency (RIEMA)
  - Rhode Island Department of Environmental Management (DEM)

- Facility representative
- Federal representative if needed
- Additional hazardous material or mass victim decontamination teams will be dispatched as needed.

Under this plan, the person in charge of facility personnel and resources will be part of the unified command structure. Additional agencies may be included in the decision making process as their involvement in the mitigation effort increases. At that time they will become part of the command staff and will be located at the command post.

The IC will coordinate the mitigation of the hazardous materials incident until the situation is stabilized. Command is then passed to the agency designated to oversee the completion of the clean-up process (DEM). Fire service and other emergency personnel will stand-by and assist as required within the limits of their training.

Cranston Fire Department personnel who are not trained as HAZMAT technicians should not enter the hot zone of an incident. Cranston Fire Personnel are trained to recognize hazardous materials and to withdraw to a safe distance until the arrival of personnel trained to the level required for the hazards encountered.

It is recognized that an extremely large incident may require that the City Emergency Operations Center be activated. If this is the case Command could be relocated there or the IC could send a Liaison Officer to maintain communications.

4.1.2 Access Control

The incident area will be restricted immediately by law enforcement agencies until the danger or potential danger can be assessed. This protective action involves the rapid establishment of road blocks, barriers, and/or detours to restrict public entry into hazardous or evacuated areas. Such controls increase public safety, reduce public exposure to risk areas, promotes security of property, and assist the efforts of emergency response personnel.

4.2 COMMUNICATIONS

Any of the Communications functions identified in Annex B may be activated during a HAZMAT incident. Though the telephone system is the primary communications network in Cranston, surrounding communities will typically be notified via the fire Inter-City radio system if their jurisdiction is affected by a HAZMAT incident. The telephone system shall be used as a back-up.

4.3 WARNING

Any of the warning functions identified in Annex C may be activated during a HAZMAT incident.

4.3.1 Warning for Emergency Responders

➢ When a hazardous materials incident occurs, most incidents will likely be reported through the E-911 system. The LWP is also capable of receiving notification via direct telephone calls and the city fire alarm system.

➢ Upon notification of a hazardous material emergency, the LWP shall record all applicable information on the Hazardous Materials Checklist

➢ The LWP shall immediately dispatch all appropriate Fire Department apparatus to the scene. Cranston Law Enforcement shall be notified of the nature of incident and informed that there has been a hazardous material release.

➢ The LWP shall immediately alert and inform the Community Emergency Coordinator, the Fire Chief, about the incident.

➢ The Incident Commander shall inform the LWP of the need for any other notifications to local, state or federal agencies.

4.3.2 Public Warning

➢ Emergency Response Plans for each HAZMAT facility identify protective action zones and any disadvantaged populations within. Protective actions may include in-place sheltering or evacuation which will require warning.

➢ For HAZMAT incidents, warnings may be issued for the protective action zones around a facility or accident rather than the entire City of Cranston.

➢ Public warning will be accomplished through the methods and procedures defined in the Warning Annex C.

4.4 EMERGENCY PUBLIC INFORMATION

Any of the public information functions identified in Annex D may be activated during a HAZMAT incident.

Emergency Public Information announcements for HAZMAT incidents are expected to fall into three categories; Shelter in Place, Evacuation, and All Clear. Sample press releases and Emergency Alert System (EAS) message formats are included in Appendix 5.

4.5 EVACUATION

Any of the Evacuation functions identified in Annex E may be activated during a HAZMAT incident. The Emergency Response Plan for each facility designates which streets should be used for evacuation.

Evacuation for HAZMAT incidents requires special attention to wind direction. The HAZMAT team may use CAMEO software to predict where a HAZMAT plume will travel and evacuation routes must be planned accordingly.

4.5.1 In-Place Sheltering

This protective action, which involves shielding the public from a dangerous situation or hazard, can be accomplished by instructing the public to remain inside their homes or other buildings. This may be better than an evacuation that exposes people to hazardous materials already released into the air.

Some structures may provide higher levels of protection because of the application of weatherization materials or techniques. In unique cases, special construction or positive pressurization of buildings will enhance the protection of those inside. Expedient measures also may be applied, such as taping doors and windows and shutting off ventilation systems to reduce air flow, thus significantly reducing exposure to outside smoke or vapor.

4.5.2 HAZMAT Evacuation

In most HAZMAT emergencies evacuation, (from an area of actual or potential danger) may be the best protective action. A *precautionary evacuation* is most effective since it occurs before the public is at risk. A *responsive evacuation*, by comparison, takes place during an emergency and may result in harmful exposure.

Transportation for evacuees may include private and public vehicles. Depending upon the number of people being evacuated, Mass Care Facilities may be opened. In most cases, the public will be able to provide their own transportation and visit friends or relatives outside of the endangered area.

The Incident Commander (IC), by the adoption of this plan is given authority to evacuate the endangered area as is deemed necessary. The IC shall base this decision on information contained in HAZMAT reference materials (CAMEO, books, Emergency Response Plans, etc.). Large scale evacuations will be cleared through the Mayor as CEO permission is needed to open Mass Care Facilities.

The IC must provide shelter for displaced persons and security for their property.

4.6 MASS CARE

Any of the Mass Care functions identified in Annex F may be activated during a HAZMAT incident. When facilities are opened, special care must be taken to open only those that will not be in a HAZMAT plume. Considerations should include possible shifts in wind direction and an escalation of the incident.

4.7 HEALTH AND MEDICAL SERVICES

Any of the Health and Medical Service functions identified in Annex G may be activated during a HAZMAT incident.

4.8 RESOURCE MANAGEMENT

Any of the Resource Management functions identified in Annex H may be activated during a HAZMAT incident.

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a HAZMAT incident. Additional considerations for all functions and departments are identified below.

4.9.1 Fire Department

The Mayor has designated the Fire Department as the lead agency in Cranston for HAZMAT incidents. Upon responding to an incident, the department shall take whatever action is deemed necessary to control and eliminate the hazard.

The ranking fire officer on scene will act as the IC, directing the on-scene operations and coordinating the efforts of all agencies involved in the on-scene emergency operations related to the incident. The IC will respond through the respective agency representative who will maintain control over their respective forces and equipment.
The IC shall use as a guide the following:

During the emergency phase of the incident, The IC shall

  ➢ Determine incident response level; Level I, II, III
  ➢ Identity the hazardous area
  ➢ Determine which public impact procedure shall prevail
  ➢ Request appropriate resources and support services
  ➢ Maintain overall command and coordinate the mitigation of the hazardous materials incident until the situation is stabilized
  ➢ Pass command to the agency designated to RIDEM to oversee the clean-up process

An EMS Medical Monitoring Group will assume the responsibility for monitoring vital signs and completing a medical checklist. The group commander has the authority to remove any HAZMAT response team member from their duty assignments or active participation where medical conditions dictate. The Medical Group will also be responsible for transporting injured personnel and civilians to appropriate medical facilities. This branch will have one commander but may be broken down into two groups, each with a leader.

9

4.9.2 Police Department

Law enforcement officers will not be used in areas where the atmosphere is contaminated. They do not have the protective clothing or equipment to operate safely in these areas. Law enforcement tasks include:

- ➢ Establish a perimeter, traffic control and crowd control, in coordination with the IC
- ➢ Establish controlled access points
- ➢ For transportation incidents, provide a truck squad officer for investigation and law enforcement

4.9.3 Public Works Department

The Public Works Department may assist in the containment effort by constructing dams, dikes, and ditches or by using other means necessary to prevent spread of contamination. This function shall be performed only by trained personnel. The IC shall not commit personnel to operations above their certification level.

4.10 OTHER OPERATIONAL CONSIDERATIONS

Persons involved with hazardous material accidents may require decontamination before they are transported to local hospitals.

4.11 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

4.11.1 Bomb Disposal Unit

Within the Division of State Fire marshal, there is a bomb disposal unit whose duties are to assist local fire and police authorities in the proper methods of handling and disposition of all hazardous devices suspected to be explosive or incendiary in construction. This unit is supervised by an Explosive Technician.

4.11.2 Regional HAZMAT Teams

Six regional HAZMAT teams have been formed in Rhode Island. They have been specially outfitted and trained to respond to biological and chemical events. The teams are available to other RI communities under mutual aid. Teams are located in the fire departments of Cranston, Hope Valley, Providence, Warwick, West Warwick and Woonsocket.

4.11.3 Decontamination Teams

Seven Decontamination (DECON) Teams have been outfitted and trained in Rhode Island. They are available to all RI communities under mutual aid agreements. The teams are based in North Providence, East Providence, North Kingstown, South Kingstown, Newport, Coventry, and Westerly. These teams are intended to supplement the state regional HAZMAT teams

responding to HAZMAT and WMD incidents. Team members are certified to the hazardous materials operation level, and participate in on-going training in decontamination objectives.

SECTION 5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a HAZMAT incident will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Additional roles and responsibilities of local, state or federal organizations are outlined below.

5.1 COMMUNITY EMERGENCY COORDINATOR

The Fire Chief of Cranston is the Community Emergency Coordinator. The Community Emergency Coordinator shall be notified of all hazardous materials emergencies within the City. The coordinator shall receive notification from adjacent communities that a hazardous materials incident has occurred which might impact the City of Cranston.

5.2 HOSPITALS

Notification will be given to hospitals prior to the transport of injured or contaminated people. Hospitals will then implement their own internal procedures.

5.3 RI DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (DEM)

The Division of Water Resources and Air and Hazardous Materials (RIDEM) has the statutory authority to respond to and investigate all oil and hazardous materials spills and to use any means available to prevent damage to Rhode Island waters and its environment. Its authority is created by the Water Pollution Act, Chapter 46-12 and Oil Pollution Control Rules and Regulation for Transfers.

DEM provides a representative as part of the Unified Command Structure at HAZMAT incidents to:
  ➢ Assist in determining a hazard's threat to the surrounding community and personnel.
  ➢ Assist by ensuring that the local, state, and federal law, codes and regulations have been complied with prior to and during the incident.
  ➢ Assist in determining the hazard's short and long term impact to the environment
  ➢ Once an incident is stabilized, ensures that cleanup of hazardous materials is conducted properly. Approves clean-up, salvage, decontamination and/or disposal operations.

5.4 ENVIRONMENTAL RESPONSE FUND

The Environmental Response Fund within the RI General Fund is administered by the General Treasurer in accordance with the same laws and fiscal procedures as the state's general funds. The fund consists of such sums as the state may deem appropriate, including those recovered

by any action brought under the authority of chapter 23-19.1 of the general laws (not to exceed five million dollars) and are appropriated for the following purposes:

- ➢ Initial response activities
- ➢ Site evaluation activities
- ➢ Emergency response action
- ➢ State remedial response action
- ➢ Additional activities
- ➢ Enforcement activities
- ➢ Actions and ancillary services necessary to secure contributions to the fund from culpable parties

5.5 RI EMERGENCY MANAGEMENT AGENCY (RIEMA)

RIEMA provides the following services and equipment:
- ➢ The State's Mobile Hazardous Materials Response Vehicle providing communications and coordination among adjacent jurisdictions.
- ➢ Evacuation recommendations based upon computer air modeling programs and chemical reference libraries
- ➢ Coordination with other state and federal agencies, such as State Police, National Weather Service, FEMA and the EPA.
- ➢ Assistance requests to the Federal Regional Response Team when an incident exceeds the capabilities of local and state resources.
- ➢ Provides an extensive library of technical information from on-board books, computer data bases, and chemical manufacturer's data sheets (via cellular fax or computer modem links)

5.6 FACILITIES STORING EXTREMELY HAZARDOUS CHEMICALS

SARA Title III, Section 302 sets Threshold Planning Quantities (TPQ) for Extremely Hazardous Substances. Facilities storing Extremely Hazardous Substances in excess of the threshold quantities must name an employee as a "Facility Emergency Coordinator"

The Facility Emergency Coordinator is expected to participate in the community's planning process through the LEPC.

Facilities must submit an annual hazardous chemical inventory to the SERC, LEPC District 8 and the Cranston Fire Department (Section 312). A material safety data sheet (MSDS) should be available for each listed chemical.

Facilities required to file a Tier II report with the SERC, (care of the RI Department of Labor, Division of Occupational Safety) must do so annually (by March 1). The requirement is to file if they exceed either of the following thresholds:
- ➢ Each Extremely Hazardous Substance (see 40 CFR 355) on site in excess of 500 pounds or the TPQ, whichever is lower

➢ Chemicals on site in excess of 10,000 pounds and considered physical or health hazards under OSHA's Hazard Communication Standard

Any facility storing a material on site which is not listed above, but may present a risk to the community if released, is requested to participate in the community emergency planning process.

5.7 NATIONAL RESPONSE CENTER

The National Response Center (NRC) is the federal government's national communications center, which is staffed 24 hours a day by U.S. Coast Guard officers and marine science technicians. The NRC receives all reports of releases involving hazardous substances and oil that trigger the federal notification requirements under several laws.

Reports to the NRC {(800) 424-8802 or (202) 267-2675} activate the National Contingency Plan and the federal government's response capabilities. It is the responsibility of the NRC staff to notify the pre-designated On-Scene Coordinator (OSC) assigned to the area of the incident and to collect available information about the release.

5.7.1 Federal On-Scene Coordinator

The On-Scene Coordinator (OSC) is the federal official responsible for monitoring or directing responses to all oil spills and hazardous substance releases reported to the federal government. The OSC coordinates all federal efforts with, and provides support and information to, local, state and regional response communities.

The OSC is an agent of either the EPA or U.S. Coast Guard, depending on where the incident occurs. EPA OSCs have primary responsibility for spills and releases to inland areas and waters (inland zones), while Coast Guard OSCs have responsibility for coastal water zones.
In general, the OSC has the following key responsibilities during and after a response to a hazardous substance release or an oil spill:
➢ **Assessment** - evaluating the size and nature of a release or spill, its potential hazards, the resources needed to contain and clean it up, and the ability of the responsible party or local authorities to handle the incident.
➢ **Monitoring** - ensure the actions taken to control and clean up a chemical release or oil spill are appropriate.
➢ **Response Assistance** - OSC determines whether federal assistance will be necessary to help control and contain a spill. OSC will obtain required resources such as personnel and equipment. If sufficient resources are not available for an incident, the OSC decides who pays and can secure federal funding either from the Superfund Trust Fund for hazardous substance releases or the Oil Spill Liability Trust Fund for oil spills.
➢ **Evaluation** - The National Oil and Hazardous Substances Pollution Contingency Plan (NCP) requires that the OSC report all activities that take place during and after an incident.

5.7.2 US Coast Guard Marine Safety Office, Providence

The US Coast Guard has a Marine Safety Office (MSO) located in Providence. Its area of responsibility includes all coastal zones in Rhode Island and the adjacent half of Massachusetts. The Providence MSO has a pre-designated Federal On-Scene Coordinator (OSC).
The USCG MSO in Providence will respond to oil and hazardous materials released, or threatened release, in coastal zones by:

➢ Vessels
➢ Onshore facilities
➢ Offshore facilities

The MSO in Providence will respond to releases (actual or threatened) originating from hazardous waste management facilities in coastal zones if:

➢ Immediate action is required pending the arrival on scene of the EPA OSC
➢ The EPA OSC is scheduled to arrive on-scene within 48 hours of notification (unless otherwise agreed upon by the EPA and USCG)

The Coast Guard OSC can provide an extensive hazard assessment technical library for use on any spill or release, and has access to federal response teams (Strike Teams) and may activate the Regional Response Team (RRT).

5.7.3 Environmental Protection Agency

The Environmental Protection Agency (EPA) is responsible for pre-designating a Federal OSC for the inland zone. Rhode Island is served by the Region 1 EPA office in Boston, MA.

The EPA OSC will respond to releases (actual or threatened) originating from:

➢ Hazardous waste management facilities in coastal zones
➢ Incidents in inland zones

5.8 CHEMTREC

The American Chemistry Council provides first responders with immediate access to technical information through its Chemical Transportation Emergency Center (CHEMTREC) at (800) 424-9300. Thousands of manufacturers and shippers rely on CHEMTREC to provide emergency information and technical assistance for their chemical products. Technical information provided includes:

➢ Data about chemical products involved in a spill
➢ Guidance to protect first responders and the public
➢ Information about initial actions required to mitigate an incident

SECTION 6.0 ADMINISTRATION AND LOGISTICS

Most support efforts required as part of responding to a HAZMAT incident in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I.

SECTION 7.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Attachment belongs to the EM Director, who is charged with keeping the Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

7.1 ANNUAL PLAN REVIEW

The Cranston Fire Department and Emergency Management Agency are responsible for reviewing this HAZMAT Attachment annually. Plan reviewing duties include:

➢ Maintain the hazardous materials response plan in coordination with local government, LEPC District 8, the SERC and hazardous materials facilities within Cranston
➢ Maintain a HAZMAT response resource list
➢ Coordinate the Community Right-to-Know aspects of SARA Title III through LEPC District 8 (substances, and descriptions of transportation routes)
➢ Distribute updated HAZMAT emergency response plans to all responsible agencies

7.2 PLAN EXERCISE AND CRITIQUE

This plan must be exercised on an annual basis, as coordinated by the LEPC District 8. A critique of the exercise should define specific sections of the plan requiring updates or improvements. A response to a major incident may be considered as an exercise, provided a critique follows.

SECTION 8.0 AUTHORITY AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal
➢ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
➢ *The Robert T. Stafford Disaster Relief Act*, Public Law 93-288, as amended
➢ *Superfund Amendments and Reauthorization Act of 1986*, SARA Title III

> *Emergency Planning and Community Right-to-Know Act* (EPCRA)
> Public Law 92-500 (33 USC 1251 et seq) as amended by the Clean Water Act of 1977
> *National Oil and Hazardous Substance Pollution Contingency Plan of 1982*, as amended 1984
> *Comprehensive Environmental Response Compensation and Liabilities Act of 1980* (CERCLA) (442USC 9604)
> *Resource Conservation and Recovery Act* (RCRA) of 1976 as amended in 1985

8.1.2 State

> General Laws of Rhode Island, Title 30, Chapter 30-15, as amended
> Governor, State of Rhode Island Executive Order No. 87-6.1: Emergency Planning and Right to Know; RI Emergency Response Commission

8.1.3 Local

> This Hazardous Materials Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan

8.2 REFERENCES

> *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
> *Guide For All-Hazard Emergency Operations Planning; State and Local Guide (SLG) 101*, Washington: FEMA, Sept. 1996
> Marine Safety Office, Providence, Oil and Hazardous Substance Local Contingency Plan
> Facility Emergency Response Plans
> RI Department of Labor and Training, Occupational Safety Division <http://www.dlt.ri.gov/webdev/osha/default.htm>
> NRT-1. National Response Team Hazardous Materials Emergency Planning Guide, March 1987
> HAZMAT Technician Course guidelines
> Computer Aided Management of Emergency Operations (CAMEO) <http://www.epa.gov/ceppo/cameo/>
> Environmental Protection Agency On Scene Coordinator, <http://www.epaosc.org/>
> Highway Route Controlled Quantities (HRCQ) of Radioactive Material
>> o Department of Transportation (DOT) (route & volume information)
>> o US Department of Energy (DOE) (route information)
>> o US Nuclear Regulatory Commission (NRC) (route information)

City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT B
SEVERE WEATHER

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
SEVERE WEATHER

TABLE OF CONTENTS

ATTACHMENT B
SEVERE WEATHER

1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to, and recovering from the effects of a severe weather event striking the City of Cranston or the nearby region.

2.0 SPECIFIC HAZARDS

Severe weather as defined for this Attachment includes Nor'easters, Winter Storms, Ice Storms, Severe Thunderstorms and Tornados.

2.1 NATURE OF THE HAZARDS

2.1.1 Nor'easters

Nor'easters are cyclonic storms which form along the North American coast during the fall and winter seasons.

The primary hazard agents associated with a Nor'easter are the high sustained winds, heavy rain and snow, coastal flooding and shoreline erosion from storm surge and high waves. There are a variety of secondary hazards such as loss of electric power and transportation difficulties. Depending on the location of the community, some Nor'easters create more risk than others.

The City of Cranston considers the overall risk of experiencing the direct effects of a Nor'easter as medium.

The following facilities, services and infrastructures in Cranston are particularly susceptible to the effects of Nor'easters:
  ➢ Electric Power

2.1.2 Winter Storms

Winter storms can range from moderate snow over a few hours to blizzards that can last for days. Often during a winter storm, precipitation type may vary and change several times.

Winter storms are generally characterized by low temperatures, heavy and or blowing snow, sleet or ice, severely reduced visibilities, or a combination of any of these. Winter storms can cause transportation difficulties by making roads and highways impassable. Other hazards include loss of electric power and communications from downed utility lines and structure collapse due to the weight of accumulating snow.

The City of Cranston considers the overall risk of experiencing the direct effects of a winter storm as medium.

The following facilities, services and infrastructures in Cranston are particularly susceptible to the effects of winter storms:
  ➢ School System & Government Facilities
  ➢ Electric Power
  ➢ Highways and Roads

2.1.3 Ice Storms

While not as prevalent as winter storms involving snowfall or a mix of precipitation types, ice storms can create a hazardous event. As with snow events, ice storms can affect large geographic areas or single communities.

Ice storms can completely immobilize large areas and cause transportation difficulties by making roads and highways impassable and extremely dangerous. Other hazards include loss of communications and electric power from downed utility lines and destructive tree collapse (and subsequent property damage) due to the weight of accumulating ice.

The City of Cranston considers the overall risk of experiencing the direct effects of an ice storm as medium.

The following facilities, services and infrastructures in Cranston are particularly susceptible to the effects of ice storms:
  ➢ School System & Government Facilities
  ➢ Electric Power
  ➢ Highways and Roads

2.1.4 Severe Thunderstorms

Severe thunderstorms may occur singly, in clusters or in lines related to frontal boundaries.

Hazard agents associated with severe thunderstorms are heavy rains which may lead to flash flooding and down bursts or straight line winds that may exceed one hundred miles per hour, causing property damage similar to a tornado. In addition, lightning is always a major risk during a severe thunderstorm. Lightning can cause power and communications outages and ignite fires in structures or woodland areas. Hail produced by many strong thunderstorms can cause property damage.

The City of Cranston considers the overall risk of experiencing the direct effects of a severe thunderstorm as high.

The following facilities, services and infrastructures in Cranston are particularly susceptible to the effects of severe thunderstorms:
  ➢ Electric Power

2

2.1.5 Tornadoes

Tornadoes are produced from severe thunderstorms and are one of nature's most destructive storms. Fortunately, Rhode Island ranks very low for the frequency of tornadoes.

The primary hazard agent associated with a tornado is severe winds with incredible destructive power effecting property, structures and critical infrastructure. The worst of the damage is usually oriented on a path associated with areas where the tornado "touches down". Since tornadoes are associated with severe thunderstorms, the hazard elements discussed above will also add to the potential destruction and disruption of services.

The City of Cranston considers the overall risk of experiencing the direct effects of a tornado as low.

The following facilities, services and infrastructures in Cranston are particularly susceptible to the effects of tornadoes
  ➢ Anything located in the tornado's path

3.0 SITUATION AND ASSUMPTIONS

3.1 SITUATION

Modern technology used in the forecasting and tracking of weather systems generally provides several days warning prior to a major event. In addition, mass media tend to provide timely updates regarding the strength and location of major storms.

For smaller or regional weather events, the local NWS office in Taunton, Massachusetts provides regional weather forecasts and issue watches or warnings if conditions warrant. The NWS warnings for the event listed in this attachment are:
  ➢ Winter Weather Advisory – a wintry mix of rain, sleet, ice or snow is possible in the area
  ➢ Winter Storm Watch – winter storm conditions possible in the area
  ➢ Winter Storm Warning - winter storm conditions are expected
  ➢ Blizzard Warning – strong winds, heavy wind-driven snow and dangerous wind chill is expected
  ➢ Severe Thunderstorm Watch – weather conditions are such that a severe thunderstorm is likely to develop
  ➢ Severe Thunderstorm Warning – a severe thunderstorm has been sighted or indicated by weather radar
  ➢ Tornado Watch - weather conditions are such that a tornado is likely to develop
  ➢ Tornado Warning - a tornado has been sighted or indicated by weather radar

3.2 ASSUMPTIONS

Even with modern weather forecasting and tracking technologies, weather systems can be unpredictable and conditions can vary widely.

For major winter events and Nor'easters, some preparatory actions can be taken well in advance of an approaching system. For other weather systems, severe thunderstorms or tornadoes, conditions can deteriorate rapidly and little advance notice will be available.

Even though the media can play a large role in publicizing the approaching storm, there will be segments of the local population that will be unaware that the area is threatened by the forecast event.

As a winter storm approaches, preparedness guidelines are generally publicized through the media, however individual actions will vary widely.

Winter storm conditions may cause motorists to become stranded on roadways and highways.

Unlike areas in the Mid-West where tornadoes are prevalent, the Local Warning System (LWS), even if sounded, may not be understood as a tornado warning.

Only a small percentage of the population has access to NWS radio and subsequently there will be many not aware of some NWS watches and warnings.

There will be some percentage of the local population that will put their lives at risk because of the following:
- ➢ No experience with the destructive power of severe weather
- ➢ Ignorance to the dangers of lightening strikes
- ➢ Thrill seeking

Damage to property and critical infrastructure will vary widely depending on the size and track of the event in relation to the location of the community. Given the potential nature of some severe weather events to be overwhelming in size and destructive capability, local responders will quickly be overwhelmed and require outside assistance quickly from multiple sources, both professional and volunteer.

For a large snow or ice event, response activities may continue for several days. Early responders may welcome relief provided by regional and Federal resources. There is a potential for extensive media coverage, prompting many volunteers and donations that will require management.

4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide unique concepts for responding to a severe weather event. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

Depending on the type of event, the Mayor must decide when (or if there is a need) to open the EOC. If an early opening is called for, minimal staff is called in and staffing is increased based on weather intelligence. Calls are placed to the EOC Emergency Response Team (ERT) and members are briefed. Planning is completed to determine shifts for 24-hour operation, if required.

With the event approaching, the ERT considers when (or if) the following actions must take place:

> Activation of local warning system (sirens), Emergency Alert System (EAS) community specific announcement(s)
> Closing of schools and city buildings.
> Restricting access to identified risk areas (roadways and highways, shorelines, known evacuation zones)
> Checking with the Red Cross to ensure preparedness to staff Mass Care facilities
> Opening of mass care facilities
> Timing and ordering evacuations
> Communicating and coordinating with other jurisdictions
> Suspending normal local government operations (i.e. closing City Hall, etc.)
> Early release for non-essential workers (may be recalled for emergency duty)
> Receiving preparation and staffing status from local emergency response organizations
> Reporting to the State about local EOC readiness, commencement of Situation Reports

During and after the event, local incident command (IC) for the response effort will be coordinated by the ERT as identified in the Basic Plan and Annex A, Direction and Control.

4.2 COMMUNICATIONS

The communications functions identified in Annex B may be activated before, during or after a severe weather event. When NWS watches and warnings are available, there is time to prepare for increased emergency communications. Consideration will be given to the following:

> Testing emergency communications and back-ups
> Distributing hand-held radios to key personnel who normal rely on cell phones or wire line phone communications
> Placing amateur radio operators on stand-by

4.3 WARNING

Any of the warning functions identified in Annex C may be activated during a severe weather event. The following additional considerations are identified below:
- ➢ Depending on preparation time available, coordinating warning of key personnel
- ➢ Ensuring multiple means of connectivity exists for reception of NWS Watches and Warnings

4.4 EMERGENCY PUBLIC INFORMATION

Any of the EPI capabilities identified in Annex D may be utilized during a severe weather event. Additional considerations outlined below should be phased with event timing:
- ➢ Preparing press releases that clearly instruct residents and business about event timing, what to do, where to go
- ➢ Reminding the public that the Local Warning System (LWS) may be used to warn of severe weather
- ➢ Identifying which mass care location(s) have opened
- ➢ Remind evacuees to bring any necessary medicine & other special items to mass care locations
- ➢ Issue notices when mass care facilities are at capacity to prevent unnecessary loading issues
- ➢ Advising media of any press conferences
- ➢ Preparation of fact sheets for the Mayor.

4.5 EVACUATION

Given limited warning time, the short term nature, and the limited "strike point" of most severe weather events, it is unlikely that the evacuation considerations identified in Annex E will be activated. However, for Nor'easters and large winter storms:
- ➢ Special considerations should be given for coastal and secluded areas
- ➢ Widespread power outages following these events may create evacuation issues
- ➢ Conditions on roads and highways may make evacuation difficult or impractical

4.6 MASS CARE

Mass care options identified in Annex E may be activated before, during or in many cases after a severe weather event. The following mass care facilities criteria should be considered:
- ➢ Accessibility and safe location(s) of mass care facilities
- ➢ Structural safety (ensure that facilities selected for mass care have not been damaged by the event)
- ➢ Provisions for back-up power and communications
- ➢ Provisions for food and water
- ➢ Policy and procedures for animal care since no pets are allowed in shelters

4.7 HEALTH AND MEDICAL

Health and Medical considerations identified in Annex G may be activated before, during or after a severe weather event. The following items require special consideration:
  - Transport of patients to a medical facility during the height of the event may be impractical and extremely dangerous
  - Loss of power over an extended period of time will lead to spoiled food supplies
  - Extensive flooding and infrastructure damage can lead to sewage run-off and sanitation issues

4.8 RESOURCE MANAGEMENT

Any of the Resources Management considerations identified in Annex H should be considered before, during and after a severe weather event. Additional considerations are identified below:
  - Fuel all city vehicles to full, since gasoline pumps rarely function during power outages that are common after some events
  - Verify the storage and availability of spare fuel for generators and vehicles
  - Fueling and testing emergency generators that power communications equipment
  - Manage the availability of food and lodging for EOC staff and on-duty responders
  - After a destructive event, be alert to the ever-present potential for an influx of donations and the need to manage volunteers and goods that arrive unsolicited

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a severe weather event. Additional considerations for all functions and departments are identified below:

  - Review reimbursement and overtime policies and distribute proper forms for recording time
  - Verify necessary food and supplies are on hand
  - Review department equipment to ensure its functionality for the storm event
  - Verify fueling arrangements for all vehicles
  - Test all emergency equipment and verify communications to/from EOC
  - Review and verify the locations of staging areas for materials and equipment
  - Confirm status of mutual aid agreements and contracts with private firms regarding emergency services
  - Verify with electric utilities that key facilities are part of the priority restoration list
  - Prepare and inspect all facilities for storm preparedness
  - Monitor weather reports

4.10 OTHER OPERATIONAL CONSIDERATIONS

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4.11 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a severe weather event will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Additional roles of local, state or federal organizations are outlined below.

If requested by local officials, the State Emergency Management Agency (RIEMA) has the capabilities to support local emergency management authorities including the Incident Commander. These include acting as a conduit for various State and Federal resources and equipment. Several other State agencies including State Police, State Fire Marshal, State Environmental Management, and the State Health Department may also be requested to support emergency operations.

RIEMA is currently formulating a Statewide Urban Search and Rescue team trained to the current standards employed by FEMA for the national US&R teams. It is expected that some 120 people statewide will meet the training standards to belong to the elite unit. The State has not identified a base location for this unit. These teams could be useful in locating victims following severe weather events.

6.0 ADMINISTRATION AND LOGISTICS

Support efforts required as part of responding to a severe weather event in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I.

7.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Emergency Management Director, who is charged with maintaining all SOPs and other reference documents (See Appendices).

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

8.0 AUTHORITY AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal
 - *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
 - The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

8.1.2 State
 - General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

8.1.3 Local
 - This Severe Weather Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

8.2 REFERENCES
 - *Emergency Operations Plan*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
 - *Guide For All-Hazard Emergency Operations Planning*; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
 - <http:// www.noaa.gov>

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT C
WIDESPREAD POWER OUTAGE

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Widespread Power Outage

TABLE OF CONTENTS

Attachment C
WIDESPREAD POWER OUTAGE

1.0 PURPOSE

The purpose of this Attachment is to develop a consequence management plan for preparing, responding to and recovering from the effects of a widespread power outage affecting the City of Cranston and/or the nearby region.

2.0 SPECIFIC HAZARDS

Loss of electric power can result in serious consequences for the City of Cranston. The city has taken steps to assure the Emergency Operations Center (EOC) and other critical facilities will continue to receive power during outages.

Downed power lines are a secondary issue. All first responders and citizens must assume that any downed wire is electrified.

The City of Cranston considers the overall risk of experiencing the direct effects of a widespread power outage as medium**.**

The following areas and facilities in Cranston are particularly susceptible to the effects of power failure.
  ➢ Reagan Building (Uses power from MHRH Power Plant)
  ➢ See Special Needs Populations in Appendix 1

2.1 SEVERE WEATHER FAILURES

The most common cause of widespread power loss in the City of Cranston is Severe Weather. Ice Storms leave a heavy coating of ice on wires and tree limbs. This can cause wires to stretch and break, supporting hardware to fail, and tree limbs to fall on wires. Even phone poles can snap. Local power lines and high voltage feeder lines can be taken out of service for extended periods of time depending upon how widespread the storm's damage is. In some cases, power crews are called in from out of state.

Severe snow storms, particularly those with wet snow, and hurricanes can cause power line damage similar to ice storms.   Tree limbs fall on and snap power lines below them.

2.2 POWER GRID SHUTDOWN

The potential of widespread power loss is increasing as greater loads are placed on the Northeast Power Grid. This was evident August 14, 2003, when one third of the country was plunged into darkness for an extended period of time. It was the result of an overloaded power grid and a cascading effect that began with a local failure in Ohio. No natural disasters or terrorist acts were involved. Once the grid automatically shuts down, power generating stations face lengthy restarting procedures.

2.3 ACTS OF TERRORISM

Acts of terrorism against the power grid must be considered. Striking a generating facility even as far away as Canada, could cause the Power Grid to shutdown for an extended period of time.

3.0 SITUATION AND ASSUMPTIONS

Responsibility for responding to a widespread loss of electric power lies with the City of Cranston. Direction and Control for such operations will take place from the city Emergency Operations Center (EOC).

3.1 SITUATION

The City of Cranston has experience with power outages and its EOC is equipped with an emergency power plant.
  - Loss of electrical power can range from a local inconvenience or a neighborhood outage, to a widespread emergency. It could involve areas as small as a neighborhood all the way up to large regions of the country.
  - First responders have safety procedures and the experience needed to deal with downed power lines. They have established notification procedures to request Power Company assistance at the scene.
  - City of Cranston officials have decided that planning and preparing for extended operations without electrical power is imperative.
  - During widespread electrical power outages, direction and control operations will take place from the Emergency Operations Center (EOC). Its emergency power generator is tested and maintained on a regular basis.

3.2 ASSUMPTIONS

Without power from the electrical grid, the following problems begin to occur and might require consequence management at the EOC.
  - Traffic signals do not function and may result in a rash of accidents
  - Foodstuffs under refrigeration can quickly spoil.
  - Many restaurants and stores may curtail operations
  - Gasoline pumps do not work without electric power. Stations with emergency power should be identified for use by emergency vehicles.

Many telephone systems fail without the benefit of power from the grid. This is usually not the case with common telephone lines from the local telephone company. These lines are powered by batteries. Digital phone service provided by CATV companies may involve telephone pole mounted equipment dependent upon the power grid. These services probably will not function during power outages.

Lessons learned from previous power outages are useful in predicting what kind of emergency services will be required. Some typical problems are:
- ➢ Downed power lines
- ➢ Increased number of traffic accidents due to inoperative traffic signals
- ➢ People trapped in elevators
- ➢ Lack of street lighting causing security issues
- ➢ Residents requiring electricity for life support medical equipment
- ➢ Certain medicines and blood supplies require refrigeration
- ➢ Lack of heat or air conditioning in homes
- ➢ Lack of heat, air conditioning, or ventilation in larger buildings
- ➢ A need for mass care facilities with emergency power generators
- ➢ Hundreds of burglar alarms sounding until their batteries expire causing security issues

Only radio and TV stations with their own emergency power generators will be on the air. Most residents will have to rely on battery operated portable and car radios. A majority of residents now rely on CATV for TV reception. Emergency planners must assume CATV systems will fail during power outages. Only a small minority has their own antennas, and battery operated TVs (or power generators). Many residents may find themselves without any convenient means of receiving emergency public information.

4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide unique concepts for responding to a widespread power outage. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

For the City of Cranston to manage a Widespread Power Outage, its critical facilities must be provided with adequate and reliable emergency back-up power:
- ➢ Without power, primary lighting systems may not be functioning. Battery operated emergency lights are designed only to provide enough light for safe exit. They do not provide sufficient light for working conditions
- ➢ At a minimum, a monthly power plant load test should be conducted and logged. This is the only dependable way to assure operability of the system when needed. Load tests are useful to determine what can and cannot be used during emergency power operations: lighting, ventilation, telephone, radio and computer systems are essential

➢ Uninterruptible Power Supplies (UPS) provide electrical power from internal batteries. They can power computers, phone systems, and radio base stations so service and data are not lost during relatively short power failures. They are particularly useful when switching from commercial power to emergency generators. They also provide added protection from power surges and over-voltage conditions which may occur when using or switching to and from generators.

➢ In addition to routine tests, it is advisable to conduct an annual full scale disaster exercise using backup power systems. This is the best way to determine if any incorrect assumptions about operability and loading have been made.   Overall performance should be evaluated.

➢ Emergency power plants are noisy, give off dangerous fumes and require refueling. It is advisable to have someone familiar with the equipment monitor:
  o Fuel and oil consumption
  o Coolant level
  o Ventilation
  o Operating temperature
  o Exhaust fumes
  o Output voltage - Excessive voltage will damage connected equipment
  o Loading (amperage) - Overloading a generator's capacity leads to its failure

4.2 COMMUNICATIONS

➢ Narragansett Electric Company, the Pascoag Fire District, and the Block Island Power Company distribute power in Rhode Island. Cranston is served by the Narragansett Electric Company. See Appendix 2 for the 24/7 telephone number used for all power related emergencies. Fire departments have an unlisted power company number to request power disconnection at fire emergencies.

➢ In-house telephone switches, switchboards and other equipment may not work without electrical power. Common home phone sets usually work during power outages.

➢ Public Safety Radio base stations and repeaters, are sometimes remotely located and may not be operational. Therefore, EOC backup base stations may need to be pressed into service.

➢ Mobile and portable radios will have greater significance if base stations fail.

➢ Portable radio battery charging systems may require connection to emergency power.

➢ Radio base stations may have to be operated at reduced power to prevent generator overloading.

➢ Radio base stations may be damaged by power surges.

➢ Cellular telephone facilities may be overloaded or inoperable.

➢ Outdoor rooftop antennas may have to be utilized for TV reception in place of CATV systems.

➢ Without heat, air conditioning or ventilation, operator and equipment problems may be encountered.

4.3 WARNING
The lack of electric power offers unique warning problems.
➢ Mobile warning with vehicle PA systems relies upon the availability of operators.
➢ Radio and TV audiences will be greatly diminished.
➢ Some TV and radio stations may be off the air.

4.4 EMERGENCY PUBLIC INFORMATION

➢ It will be difficult to alert the media about news conferences.
➢ The broadcast audience will be limited.
➢ Newspaper publishing and delivery may be affected.
➢ Businesses and public buildings used to distribute publications may be closed.
➢ Develop media kits regarding:
  o Downed power lines are dangerous
  o Mass care announcements for extended power outages
  o Shutting off large electrical loads before power is restored

4.5 EVACUATION

It is unlikely that an evacuation would take place due solely to a widespread power outage. One could take place when an outage is combined with other hazards such as hurricanes, tornadoes and flooding.
➢ Traffic problems would be exacerbated without traffic signals and street lighting.
➢ Communicating evacuation information and routes will be difficult.

4.6 MASS CARE

Mass care facilities must function without the benefit of commercial power.
➢ Heating and cooking with gas increases the viability of shelters, though heating systems require some electricity for fans, pumps and control circuits.
➢ Carbon monoxide levels must be carefully monitored to detect generator exhaust fumes entering mass care facilities.
➢ Fuel deliveries should be ordered as soon as emergency operations begin to ensure generators do not run out.
➢ Generator tests should be conducted regularly. Petroleum fuels need to be rotated.
➢ Monitor demand for mass care based upon weather conditions and the projected power outage duration.

4.7 HEALTH AND MEDICAL SERVICES

Recent events in RI have uncovered serious flaws in medical facility emergency power systems.
➢ EMTs must be aware of power problems at area hospitals.
➢ Provide safety precaution information to EPI Officer regarding home use of emergency generators, kerosene lamps, and portable heaters.
➢ Prepare for food spoilage and disposal issues.

4.8 RESOURCE MANAGEMENT

The City of Cranston may have emergency generators that can be loaned where and when absolutely necessary.
➢ Requests for generators must be prioritized.
➢ Required information before dispatching generators includes:
  o Location
  o Technical requirements (110, 220, 440 volts, loading in amperes, single or three phase power) NOTE: An electrical panel with a 100 AMP main breaker usually requires considerably less; best determined by actual measurement.
  o Who will install the generator (hook it up to the building's wiring)
  o Who will refuel it

- ➢ Since larger generators are very heavy, often delivery can only be made to places with a "pay-loader" to off-load the generator.
- ➢ Identify what equipment must function during a power outage to determine the current requirements. Smaller, easier to transport generators may be sufficient.
- ➢ Detailed requests for generators, (with voltage, amperage and phase requirements) can be relayed to RIEMA to access state resources.
- ➢ In extreme cases, FEMA may become involved providing federal assets. Requests are made through RIEMA.
- ➢ A two-week, on-site fuel supply should be maintained. Fuel consumption must be tracked to determine refueling needs. During widespread power outages, getting fuel tanks filled may require EOC involvement, including sending an official pass to the delivery vehicle driver for traffic "control points".

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a widespread power outage. All functions and departments may take on additional considerations during a widespread power outage.

4.10 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a widespread power outage will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Responder Roles and Responsibilities, Annex I. Additional roles and responsibilities of local, state and/or federal authorities are outlined below.

- ➢ The Director of Public Buildings is responsible for operation of the emergency power system at the City of Cranston EOC.
- ➢ Assessments of emergency power generator loads may sometimes require outside engineering consultants.
- ➢ Requests for generators and technical support should be made to RIEMA.

6.0 ADMINISTRATION AND LOGISTICS

Most support efforts required as part of responding to a widespread power outage in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I. Additional support efforts are outlined below.

6.1 ADMINISTRATION

Accurate records of problems that developed during an emergency can be used to revise plans. Critiques at the conclusion of exercises also foster better plans.

Expenses involved in the production of electric power (emergency installation, operation, fuel, etc.) during an emergency shall be recorded for possible reimbursement.

6.2 LOGISTICS

Exercises help those involved in emergency operations by testing skills and equipment. Such exercises should be conducted with commercial power disconnected, using emergency power generators.

Storage locations of back-up generators should be recorded and maintained.

Predetermine the logistics required to move and connect generators, supply fuel and ensure exhaust fumes do not cause carbon monoxide poisoning.

7.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Emergency Management Director who is charged with keeping the Appendices current and ensuring that SOPs and other necessary documents are maintained.

This plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

8.0 AUTHORITY & REFERENCES

8.1 AUTHORITY

8.1.1 Federal
- *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- *Robert T. Stafford Disaster Relief Act*, Public Law 93-288, as amended

8.1.2 State
- General Laws, State of Rhode Island, Title 30, Chapter 30-15, as amended

8.1.3 Local
- This Widespread Power Outage Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan

8.2 REFERENCES
- *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
- *Guide for All-Hazard Emergency Operations Planning, State and Local Guide (SLG) 101*, FEMA, Washington, DC Sept. 1996

City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT D
HURRICANES

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Hurricanes

TABLE OF CONTENTS

LIST OF TABLES

ATTACHMENT D
HURRICANES

1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to, and recovering from the effects of a hurricane striking the City of Cranston or the nearby region.

2.0 SPECIFIC HAZARD

2.1 NATURE OF THE HAZARD

Hurricanes have hit Rhode Island several times causing millions of dollars in damage and hundreds of deaths. The Hurricane season runs from the first of June until the end of November and due to the geography of the State, hurricane damage can occur in any community.

Thanks to Nation Weather Service (NWS) information available on the Internet and widespread access to weather information provided by the media, hurricane forecasts including track and strength have become readily accessible. Emergency managers may use the following Saffir-Simpson scale as a practical tool to estimate the destructive forces associated with an approaching hurricane. See Figure 1 for more details.

TABLE 1: SAFFIR-SIMPSON SCALE

Hurricane Category	Wind Speed (mph)	Storm Surge (ft)	Damage
1	74-95	4-5	Minimal
2	96-110	6-8	Moderate
3	111-130	9-12	Extensive
4	131-155	13-18	Extreme
5	156+	18+	Catastrophic

2.2 HAZARD AGENTS

The primary hazard agents associated with a hurricane are the high sustained winds, flooding from storm surge or heavy rains and shoreline erosion. There are also a variety of secondary hazards. Depending on the location of the community, some agents create more risk than others.

The high winds impose significant loads on structures and cause loose object to be propelled at high velocity. In addition, falling trees and limbs can take lives, cause property damage, and knock out power and communication lines.

Flooding during a hurricane can come from a variety of sources. Communities along an exposed coast may experience storm surge, above and beyond high tide. The excessive rainfall associated with hurricanes, in some cases 6 to 12 inches, may cause flash flooding.

Particularly along the south coast of Rhode Island, hurricanes have generated waves of up to 25 feet which easily could destroy structures near the shore. Debris driven by wave action can also cause major damage and RI has experienced very large boats coming further inland than anticipated. Persons exposed to such debris and objects are likely to receive severe injuries or be killed.

Loss of electric power is almost a certainty and since utility poles carry electricity, telephone and cable television wires, the loss of a single pole can cause widespread issues. Also common during and following hurricanes is contamination of water supplies, flooding of sewage treatment facilities and widespread loss of infrastructure (roads, bridges, including public and private property).

2.3 ASSESSMENT OF RISK

The City of Cranston considers the overall risk of experiencing the direct effects of a hurricane as medium.

The Inundation Map for the City of Cranston (generated using the SLOSH Model) is included in Appendix 1. Within the City of Cranston, the following areas are most likely to be affected by storm surge and wave action:
- ➢ Narragansett Bay Coastline
    - o Rhode Island Yacht Club
    - o Edgewood Yacht Club
    - o Port Edgewood Marina
- ➢ Pawtuxet Cove
    - o Pawtuxet Cove Marina
    - o Pawtuxet Athletics Club Marina

Note: Flooding and Dam Failures, Attachment E addresses specific risks associated with flooding from excessive rainfall.

The following areas in Cranston are particularly susceptible to high winds:
- ➢ Seaview Avenue
- ➢ Fort Avenue
- ➢ Ocean Avenue
- ➢ Pawtuxet Village
- ➢ Streets east of Narragansett Boulevard

See Appendix 1 for a list of Special Needs Populations in Cranston that are considered to be at risk:

3.0 SITUATION AND ASSUMPTIONS

3.1 SITUATION

Rhode Island and the City of Cranston have been directly affected by six hurricanes during the past 75 years. In addition, the region has been affected by other tropical storms, a hurricane brush-by or remnants from hurricanes that strike to the south. In general the area has been brushed or hit by a tropical event every 7.8 years.

Modern technology used in the forecasting and tracking of hurricanes generally provides several days warning prior to the event. In addition, mass media tends to provide timely updates relating to the strength and location of the storm.

For tropical systems and hurricanes, the local Tropical Prediction Center in Miami, Florida issues watches or warnings if conditions warrant. The NWS warnings for the event listed in this attachment are:
  ➢ Tropical Storm Watch – An announcement for specific coastal areas that tropical storm conditions are possible within 36 hours
  ➢ Tropical Storm Warning - A warning that sustained winds within the range of 34 to 63 knots (39 to 73 mph) associated with a tropical storm are expected in a specified coastal area within 24 hours or less
  ➢ Hurricane Watch – an announcement for specific coastal areas that hurricane conditions are possible within 36 hours
  ➢ Hurricane Warning – A warning that sustained winds 64 knots (74 mph) or higher associated with a hurricane are expected in a specified coastal area in 24 hours or less

The following essential services and critical facilities in the City of Cranston are considered at risk from the effects of a hurricane:
  ➢ Sewer pumping stations in flood plains

Designated areas and facilities in the City of Cranston that may require evacuation include:
  ➢ Edgewood Highland School

3.2 ASSUMPTIONS

Hurricanes tend to accelerate quickly as they approach the New England Coast. Preparatory actions should be taken well in advance of an approaching storm. The following time phases associated with an approaching storm should be considered:
  ➢ **Awareness -** 72-60 hours before the arrival of tropical storm force (32-63 mph) winds.
  ➢ **Stand-by -** 60-48 hours before the arrival of tropical storm force winds. Tropical storm watch or warning may be issued during this period.
  ➢ **Response -** 48 hours before the arrival of tropical storm force winds through the termination of the emergency. Hurricane watches and warnings are issued by the National Weather Service (NWS) during this period.

While the media plays a large role in publicizing the approaching storm, there will be segments of the local population unaware that the area is threatened by the storm.

As a storm approaches, hurricane preparedness guidelines are generally publicized through the media, however individual actions will vary widely.

There will be some percentage of the local population that will put their lives at risk because of the following:

➢ No experience with the destructive power of past hurricane events
➢ Attempting to protect property at risk (shoreline property, boats) by staying in place
➢ Thrill seeking

Depending on the size of the storm and the strike point, damage to property and critical infrastructure will vary widely.

The probability of overlap between jurisdictional areas of responsibility and working parameters defined by Federal, State and Local responders is high. Coordination among all involved is necessary for the public good.

Response activities may continue for an extended period of days or even weeks. Early responders may welcome relief provided by regional and Federal resources. No doubt there will be extensive media coverage; prompting many volunteers and donations that will require management.

4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide the concept for responding to a hurricane. These actions may be supplemented by specific SOP's developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these specific SOP's.

Note: Many of the actions identified in the following sections should be coordinated with the time phases identified in Section 3.1.

4.1 DIRECTION AND CONTROL

The Mayor must decide when to open the EOC. During the awareness level minimal staff is called in and staffing increased based on weather intelligence. Calls are placed to the EOC ERT and members are briefed. Planning is completed to determine shifts for 24-hour operation.

As the event nears, considerations on when the following actions must take place:

➢ Activation of local warning system (sirens), Emergency Alert System (EAS) community specific announcement(s)
➢ Closing of schools and city buildings.
➢ Restricting access to special risk areas (shorelines, known evacuation zones)
➢ Checking with the Red Cross to ensure preparedness to staff Mass Care facilities
➢ Opening of mass care facilities

➢ Timing and ordering evacuations
➢ Communicating and coordinating with other jurisdictions
➢ Suspending normal government activities such as trash collection (where trash could become airborne)
➢ Suspending normal local government operations (i.e. City Hall closed)
➢ Early release for non-essential workers (may be recalled for emergency duty)
➢ Receiving preparation and staffing status from local emergency response organizations
➢ Reporting local EOC readiness and commencement of Situation Reports to RIEMA

During and after the event, local command and control for the response effort will be coordinated by the Emergency Response Team (ERT) identified in the Basic Plan and direction and control activities identified in Annex A.

4.2 COMMUNICATIONS

The communications functions identified in Annex B will be activated during a hurricane event. There is a focus on preparation and preparing for increased emergency communications during response activity. Consideration is given to the following:
➢ Testing emergency communications and back-ups
➢ Distributing hand-held radios to key personnel who normal rely on cell phones or wire line phone communications
➢ Preparing and testing emergency generators for communications equipment
➢ Placing Amateur Radio operators on stand-by

4.3 WARNING

Any of the warning functions identified in Annex C may be activated during a hurricane event. The following additional considerations are identified below:
➢ Coordinating the warning of key personnel and the public to the three time phases listed in Section 3.2
➢ Ensuring multiple means of connectivity exists for reception of NWS Hurricane Watches and Warnings

4.4 EMERGENCY PUBLIC INFORMATION

Any of the EPI capabilities identified in Annex D may be utilized during a hurricane. Additional considerations outlined below should be phased with event timing:
 Mass distribution of hurricane preparedness brochures from key locations
➢ Preparing press releases that clearly instruct residents and business about what to do, where to go
➢ Identifying which mass care location(s) have opened; announcing assembly points & pickup times for evacuation
➢ Reminding evacuees to bring any necessary medicine & other special needs items to mass care locations
➢ Issuing notices when mass care facilities are at capacity to prevent unnecessary over loading
➢ Advising media of any press conferences
➢ Preparing briefing sheets for the Mayor.

4.5 EVACUATION

Evacuation considerations identified in Annex E may be activated during any hurricane event. Additional considerations are identified below:

- ➢ Phasing evacuations according to event timing, areas at risk, and evacuation methods
- ➢ Giving special considerations for coastlines and secluded areas
- ➢ Verifying if evacuation routes in Annex E are useable for this situation
- ➢ Informing adjacent communities of plans and timing
- ➢ Activating bus pickup plan, and if time allows, marking assembly points
- ➢ Ensuring that transportation arrives at assembly points for announced pickup times
- ➢ Requesting reports about flooded areas that should be avoided, erecting barricades where needed
- ➢ Reminding evacuees to fill fuel tanks since power loss may affect gas stations, after the hurricane

4.6 MASS CARE

Mass care options identified in Annex E may be activated during any hurricane event. The following hurricane mass care facilities criteria should be considered:

- ➢ Safe location(s) of mass care facilities (Ensure that mass care facilities are outside of flood plan zones and Category 4 storm surge inundation zone.
- ➢ Structural safety (Ensure that facilities selected for mass care are capable of withstanding winds loads as specified by the American Society of Civil Engineers of the American National Standards Institute guidelines)
- ➢ Provisions for back-up power and communications
- ➢ Provisions for "safe" food and water
- ➢ Policy and procedures for animal care since no pets are allowed in shelters.

4.7 HEALTH AND MEDICAL

Health and Medical actions identified in Annex G may be activated during any hurricane event. The following items require special consideration:

- ➢ Hospitals and medical facilities may be susceptible to high wind damage or be located in a flood zone
- ➢ Transport of patients to a medical facility during the height of the event will be impractical and extremely dangerous
- ➢ Water supplies can be easily contaminated
- ➢ Loss of power over an extended period of time will lead to spoiled food supplies
- ➢ Extensive flooding and infrastructure damage can lead to sewage run-off and sanitation issues

4.8 RESOURCE MANAGEMENT

Any of the Resources Management considerations identified in Annex H should be considered during any hurricane. Additional considerations are identified below:

- ➢ Hurricane specific resources may include purchasing, stockpiling or otherwise obtaining ice machines, water purification systems, tarps, sand bags, sand, various sized pumps, generators, emergency lights, rescue boats, lengths of strong rope, batteries, flashlights etc.

- ➤ If unable to stockpile, maintain a list of where to obtain this and other material with after hours phone numbers and points of contact (See Appendix 2)
- ➤ Fuel all city vehicles, since gasoline pumps rarely function during power outages after hurricanes
- ➤ Verify the storage and availability of spare fuel for generators and vehicles
- ➤ Manage the availability of food and lodging for EOC staff and emergency responders.
- ➤ After the event, be alert to the ever-present potential for an influx of donations and the need to manage volunteers and goods that arrive unsolicited.

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a hurricane event. Additional considerations for all functions and departments are identified below:
- ➤ Establish disaster mobilization schedules
- ➤ Review reimbursement and overtime policies and distribute proper forms for recording time
- ➤ Verify all necessary food and supplies are on hand for the event
- ➤ Review department equipment to ensure its functionality for the storm event
- ➤ Verify fueling arrangements for all vehicles
- ➤ Test all emergency equipment and verify communications to/from EOC
- ➤ Review and verify the locations of staging areas for materials and equipment
- ➤ Confirm status of mutual aid agreements and contracts with private firms regarding emergency services
- ➤ Verify with electric utilities that key facilities are part of the priority restoration list
- ➤ Prepare and inspect all facilities for storm preparedness
- ➤ Monitor weather reports

4.10 OTHER OPERATIONAL CONSIDERATIONS

This section left intentionally blank.

4.11 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a hurricane event will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Additional roles and responsibilities are outlined in the following paragraphs.

If requested by local officials, the State Emergency Management Agency (RIEMA) has the capabilities to support local emergency management authorities including the Incident Commander. These include acting as a conduit for various State and Federal

resources and equipment. Several other State agencies including State Police, State Fire Marshal, State Environmental Management, and the State Health Department may also be requested to support emergency operations.

RIEMA is currently formulating a Statewide Urban Search and Rescue team trained to the current standards employed by FEMA for the national US&R teams. It is expected that some 120 people statewide will meet the training standards to belong to the elite unit. The State has not identified a base location for this unit. These teams could be useful in locating victims following severe weather events.

6.0 ADMINISTRATION AND LOGISTICS

Support efforts required as part of responding to a hurricane in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I.

7.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Emergency Management Director, who is charged with maintaining all SOPs and other reference documents (See Appendices).

The plan shall be reviewed annually or following any exercise or use of the plan that identifies where improvements can be made.

8.0 AUTHORITIES AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal
- *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
- The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

8.1.2 State
- General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

8.1.3 Local
- This Severe Weather Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

8.2 REFERENCES
- *EMERGENCY OPERATIONS PLAN*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
- *Guide For All-Hazard Emergency Operations Planning*; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- *Generic Damage Characteristics of Hurricanes*, FEMA-190, Disaster Mitigation Guide
- *Hurricane Preparation Plan*, City of Homestead, Florida, June 2002
- Http:// www.noaa.gov

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City of Cranston
EMERGENCY OPERATIONS PLAN

ATTACHMENT E
FLOODING AND DAM FAILURE

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Flooding and Dam Failure Attachment

TABLE OF CONTENTS

ATTACHMENT E
FLOODING AND DAM FAILURE

SECTION 1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to and recovering from the effects of a flood or dam failure in the City of Cranston.

SECTION 2.0 SPECIFIC HAZARDS

Flooding occurs in Cranston when saturated land is inundated with water (or flowing mud). Flooding may result from:
➢ Bodies of water overflowing their banks, including dams, etc.
➢ Structural failure of dams
➢ Rapid accumulation of runoff or surface water
➢ Hurricane-caused storm surges
➢ Earthquake-caused tsunamis
➢ Coastal flooding and erosion

Typically, the 2 parameters of most concern for flood planning are:
➢ Suddenness of onset
   o Flash floods
   o Dam failures
➢ Flood elevation in relation to
   o Topography
   o Structures

Other factors contributing to damage are:
➢ Velocity or "energy" of moving water
➢ Debris carried by the water
➢ Extended duration of flood conditions

2.1 RIVERS, STREAMS, AND DRAINAGE SYSTEMS

Cranston considers the risk of flooding of rivers, streams, and drainage systems to be medium.

2.2 DAMS

Cranston considers the risk of flooding due to the failure of dams located in and near the city as medium.

Failure of the following dams in or around Cranston could result in the loss of life and/or property in the city. Each dam is rated in accordance with the following definitions:
➢ **High hazard** – Failure of the dam would most probably result in the loss of more than a few lives and extensive property damage.
➢ **Significant hazard** – Failure of the dam could possibly result in the loss of life and appreciable property damage.

1

➢ **Low hazard** – Failure of the dam would result in no apparent loss of life and only minimal or no property damage.

The results of the consequential flooding from the following dam failures are rated by the City of Cranston as follows:

- ➢ High Hazard
  - ▪ Cranston Print Works Pond Dam
  - ▪ Curran Lower Reservoir Dam
  - ▪ Curran Upper Reservoir Dam
- ➢ Low Hazard
  - ▪ Sargent's Pond Dam
  - ▪ Stone Pond Dam
  - ▪ R.I. Printworks Pond Dam
  - ▪ Wood's Mill Pond Dam
  - ▪ Spectacle Pond Dam
  - ▪ Colvin Pond Dam
  - ▪ Ferry Pond Dam
  - ▪ Fenner Pond Dam
  - ▪ Fedorowicz Farm Pond Dam
  - ▪ Bellefonte Pond Dam
  - ▪ Judge Farm Pond Dam
  - ▪ Arrow Lake #1 Dam
  - ▪ Cranston Braid Mill Pond Dam
  - ▪ Angell's Pond Dam
  - ▪ Clarke's Pond Upper Dam
  - ▪ Clarke's Pond Lower Dam
  - ▪ Marsella Farm Pond Dam
  - ▪ Meshanticut Park Pond Dam
  - ▪ Powers Pond Dam
  - ▪ Arrow Lake#2 Dam
  - ▪ Delfino's Pond Dam
  - ▪ Furnace Hill Brook Dam
  - ▪ Champlin Reservation Dam
  - ▪ Lawton Reservoir (Johnston)

2.3 STEEP TOPOGRAPHY

Steep topography can result in flooding risks to the lower elevations due to increased runoff water velocity and debris flow.   Increasing the risk are factors such as a lack of vegetation and paving which reduce water absorption.   Cranston considers the risk of flooding caused by steep topography to be medium.

2.4 COASTAL FLOODING

Coastal Flooding can be caused by number of factors. Cranston considers the risk of coastal flooding to be medium.

SECTION 3.0 SITUATION AND ASSUMPTIONS

3.1 SITUATION

The City of Cranston has conducted a Hazard Identification and Analysis program. The hazards to Cranston are identified in the Basic Plan. Flooding and Dam Failure has been so identified and is addressed in this Attachment.

3.1.1 Historically Flood Prone Areas

The following areas have historically been flood prone:
- Pocasset River Floodplain
  - Fletcher Avenue area (Industrial and residential)
  - Park Avenue area
  - Fordson Avenue Area
  - Garden City Area
- Meschanticut Brook Floodplain
  - Meshanticut Area
  - Meshanticut Brook Culvert System
- Furnace Hill Brook Floodplain
- Pawtuxet River Floodplain
  - Elmwood Area
  - Parkview Area
- Pawtuxet Village
  - Ocean Avenue
  - Narragansett Boulevard
- Spectical Pond Area
- Auburn Area
- Curran State Park
- Elmwood Area
- Fordson Avenue
- Delway Road
- Marina Drive (Industrial)
- Sheldon Street

3.1.2 National Flood Insurance Program (NFIP)

Cranston participates in the NFIP. NFIP statistics for Cranston are:
- 290 insured properties
- 116 claims since 1978
- 2,849 properties are in identified flood plains

3.1.3 Areas Vulnerable To Dam Failures

The following areas are vulnerable to flooding due to dam failures
- Pawtuxet River Valley
  - Fordson Avenue
  - Delway Road
- Pocasset River Valley
- Seven Mile/Hope Roads area

3.1.4 Flooding Maps

NFIP Maps document the areas of Cranston which are normally subjected to flooding. These maps are maintained by the City of Cranston under separate cover.

3.2 ASSUMPTIONS

3.2.1 Dam Failure

It must be assumed that dams could fail in association with other disasters such as hurricanes and flooding.

SECTION 4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide unique concepts for responding to a flood or dam failure. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

- ➤ Identify emergency conditions threatening a dam
- ➤ Expedite effective response actions to prevent dam failure
- ➤ Monitor conditions at high risk dams to issue warnings, if needed
- ➤ Identify emergency conditions that could result in flooding
- ➤ Expedite effective response actions to prevent flooding if possible
- ➤ Monitor conditions at flood prone areas to issue warnings, if needed

4.2 COMMUNICATIONS

Make alternate plans for any municipal communications systems that might be disrupted during floods or dam failure.

4.3 WARNING

Make alternate plans for any municipal warning systems that might be disrupted during floods or dam failure.

4.4 EMERGENCY PUBLIC INFORMATION

Prepare maps of flood prone areas or areas at risk from dam failure for distribution to the media.

4.5 EVACUATION

Ensure evacuation routes do not go through identified flood prone areas.

4.6 MASS CARE

Mass Care Facilities are not located in flood zones. There are no unique planning considerations.

4.7 HEALTH AND MEDICAL

Floods always introduce Health and Medical issues, mainly contamination of drinking water, insects, and sanitation issues.

4.8 RESOURCE MANAGEMENT

➢ Obtain a labor force, supplies, and equipment to perform flood fighting tasks (filling sandbags, door-to-door evacuation notification, etc.)
➢ Arrange the use of and prepare boats and other equipment for water rescue operations

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a flood or dam failure. Additional considerations for all functions and departments are identified below.

4.10 OTHER OPERATIONAL CONSIDERATIONS

The following city facilities are subject to the potential loss of physical access, power, critical records and systems during natural hazards:
➢ EOC at Cranston Senior Services Center
➢ Police Station, its communications equipment and tower
➢ Public Works Garage on Phenix Avenue

4.11 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4.

SECTION 5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a flood or dam failure will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Local, state or federal organizations may assume additional roles during a disaster.

SECTION 6.0 ADMINISTRATION AND LOGISTICS

Support efforts required as part of responding to a flood or dam failure in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A – I.

Most support efforts required as part of responding to a flood or dam failure in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A – I. Additional support efforts are outlined below.

5

6.1 ADMINISTRATION

➢ Ensure proper records of hours worked and volunteered are kept.

6.2 LOGISTICS

➢ Obtain a labor force, supplies, and equipment to perform flood fighting tasks (filling sandbags, door-to-door evacuation notification, etc.).
➢ Make arrangements for potable water
➢ Other equipment

SECTION 7.0 PLAN DEVELOPMENT AND MAINTENCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Emergency Management Director, who is charged with keeping the Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 8.0 AUTHORITY AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal

➢ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
➢ *The Robert T. Stafford Disaster Relief Act*, Public Law 93-288, as amended

8.1.2 State

➢ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

8.1.3 Local

➢ This Flooding And Dam Failure Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan

8.2 REFERENCES

➢ *Emergency Operations Plan, State of Rhode Island*, Rhode Island Emergency Management Agency (RIEMA)
➢ National Flood Insurance Rate Maps (FIRM) and Flood Hazard Boundary Maps (FHBM)
➢ RI *Governor's Task Force on Dam Safety and Maintenance,* Final Report January 2001
➢ RI DEM Web Site <http://www.state.ri.us/dem/ >
➢ RI Critical Resources Atlas < http://www.edc.uri.edu/riatlas/>
➢ The Multi-Hazard Mapping Initiative – MMI < http://www.hazardmaps.gov/atlas.php >
➢ *Reducing Losses in High Risk Flood Hazard Areas: A Guidebook for Local Officials;* FEMA

➤ Federal Guidelines for Dam Safety: Emergency Action Planning for Dam Owners, FEMA, Interagency Committee on Dam Safety, October 1998, FEMA 64
➤ Federal Guidelines for Dam Safety: Hazard Potential Classification Systems for Dams, FEMA, Interagency Committee on Dam Safety, October 1998, FEMA 333
➤ Federal Guidelines for Dam Safety: Selecting and Accommodating Inflow Design Floods for Dams, FEMA, Interagency Committee on Dam Safety, October 1998, FEMA 94
➤ Natural Resources Conservation Service, Dept. of Agriculture <www.nrcs.usda.gov> (Formerly US Soil Conservation Service) Soil Survey for *State of Rhode Island, 1981*
➤ U.S. Geological Survey (USGS) topographic maps

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT F
RADIOLOGICAL HAZARDS

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
Radiological Hazards Attachment

TABLE OF CONTENTS

ATTACHMENT F
RADIOLOGICAL HAZARDS

SECTION 1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to, and recovering from the effects of a Radiological Accident in the City of Cranston.

SECTION 2.0 SPECIFIC HAZARDS

This attachment deals with the unique problems associated with radioactive materials that are transported and used in Cranston. Radioactive materials are used for medical purposes and by industry. Terrorism and WMD incidents involving radioactive materials are covered separately; (See Attachment G).

2.1 RADIOLOGICAL RELEASE

The risk of a radiological release and the probability of contamination during transport or use of radioactive materials in the City of Cranston is medium.

SECTION 3.0 SITUATION & ASSUMPTIONS

3.1 SITUATION

- The Incident Command System (ICS) will be used in all responses to radiation incidents.
- Hundreds of shipments of radioactive material travel on planes, trains and the highways every day as indicated by transportation documents.
- It is impossible to detect radioactivity without measuring equipment. A current inventory of radiological monitoring equipment is maintained in Appendix 2.
- Without proper monitoring equipment, it is difficult to determine exclusion zones for the safety of first responders and the public.
- Some gamma radiation is so lethal that if the source is exposed, there could be immediate danger to human life.
- Portable radiological response equipment provided by the State does not indicate the presence of alpha; only beta and gamma emitters.
- State Health Department and the Emergency Management Agency possess more sophisticated equipment, including alpha detectors and should be notified of any accident involving radioactive materials.

➢ There are no Nuclear Power generating plants in Rhode Island.
- o Rhode Island is within the 50 mile ingestion pathway Emergency Planning Zones of nuclear power plants located in Connecticut and Massachusetts.
- o Emergency planning is mandated by the Nuclear Regulatory Commission (NRC) for areas within an ingestion pathway.
- o A separately promulgated State of Rhode Island Ingestion Pathway Plan addresses any release from power plants.
- o This Radiological Hazards Attachment is focused on other radiological accidents that may face the community.

3.2 ASSUMPTIONS

➢ The odds of an accident occurring are increased due to the widespread use of radiation, primarily in health care.

➢ Radioactive materials are also used in industry and in highway construction to measure the thickness of roads being paved.

➢ Routes commonly used to transport materials within the City of Cranston include:
- o Interstate Highways
    - ▪ I-95
    - ▪ I-295
- o State Highways
    - ▪ 10
    - ▪ 37

➢ Since radioactive material is routinely transported, RILETS notification of police escorted shipments is unusual

➢ Only Radiological Response Training (RRT) qualified first responders participate in the removal or containment of gamma radiation incidents.

➢ First responders not trained in RRT are excluded from the HOT ZONE established by the IC.

➢ First responders read shipping papers accompanying radiological shipments to determine if dose rates could be lethal.

➢ When in doubt, first responders should minimize exposure time by maintaining adequate distance and shielding from the radiation source and seek assistance from state agencies.

➢ Particularly short-lived radio-nuclides used to treat thyroid and other conditions must be replaced constantly, resulting in frequent shipments.

➢ Longer lived Gamma radiation pellets are regularly shipped to hospitals and treatment centers.

➢ There will be elevated public concern about any accident or incident involving radioactive materials.

SECTION 4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide unique concepts for responding to a radiological incident. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

Radiological accidents generally will not require activation of the EOC. If the IC determines the EOC should be opened, refer to Annex A.

4.2 EMERGENCY COMMUNICATIONS

Radiological accident response uses City of Cranston communications systems as described in Annex B.

4.3 WARNING

Should the accident require warning of local residents, refer to Annex C.

4.4 EMERGENCY PUBLIC INFORMATION

The public must be informed of any danger(s) stemming from an incident involving radioactive materials. The Incident Commander appoints a spokesperson who understands radiation. The spokesperson explains to the media:
  ➤ Exactly what happened
  ➤ What is being done about it
  ➤ Actions the public should take

Refer to Annex D for additional EPI functions.

4.5 EVACUATION

Should Evacuation be required, refer to Annex E.

4.6 MASS CARE

For most incidents, Mass Care Facilities will not be required (See Annex F).

4.7 HEALTH AND MEDICAL

The RI Department of Health and The RI Emergency Management Agency must be notified of any Radiological Accident (See Annex G).

4.8 RESOURCE MANAGEMENT

Portions of Cranston's Resource Management Annex H may require activation including:
- ➢ Coordinate the installation of barriers.
- ➢ Arrange transportation for equipment.
- ➢ Obtain heavy equipment such as front end loaders, dump trucks, etc.
- ➢ Other special Resource Management needs may include:
  - o Setting up and operating a decontamination tent; water spray.
  - o Collection and identification of contaminated clothing.
  - o Obtaining containers for contaminated soil. Collection and identification of the containers.
  - o Decontamination of the incident site.
  - o Disposition of radioactive material.
  - o Expedient delivery of shielding to lessen radiation exposure in the risk area.

Refer to Annex H for additional functions.

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a radiological incident. Additional considerations for all functions and departments are identified below:
- ➢ Prevent contamination
  - o Wear protective clothing, including shoe protection
- ➢ Prevent inhalation
  - o Use Scott Air Packs when appropriate
- ➢ Limit exposure
  - o Maintain safe distances as prescribed by the Incident Commander
  - o Enter Hot Zones for controlled periods of time

4.10 INTER-JURISDICTIONAL RELATIONSHIPS

Specific Mutual Aid Agreements and/or Memorandums of Understanding developed between response organizations in the City of Cranston and other municipalities or state agencies may be included in Appendix 4. These agreements are related to specific radiological incident response concerns contained in this attachment.
- ➢ Regional HAZMAT teams available to assist Cranston are located in the fire departments of Coventry, Hope Valley, Providence, Warwick and Woonsocket.
- ➢ Assistance from the State EMA is available 24/7 by calling 946-9996.
- ➢ Assistance from the State RIDOH will be coordinated via RIEMA.
- ➢ Requests for Federal assistance will be made via RIEMA.

SECTION 5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a radiological accident will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Additional roles and responsibilities of local, state or federal organizations are outlined below.

5.1 FIRST RESPONDERS

- First Responders will be public safety personnel: i.e.: Police, Fire, HAZMAT Team, EMS
- They use radiation detection equipment to determine the risk to themselves and others.
- Ensure victims from radiological accidents are sent only to hospitals equipped to deal with radiation accident victims who may be contaminated.
- Consult the North American Emergency Response Guidebook (ERG2000), (packed with each mobile radiological monitoring kit).
  - The guidebook recommended initial response isolation zone distances for radioactive materials.
  - In case of fire, there will be a need to determine if airborne vapors contain additional risk.
  - Determine direction and height of any vapor cloud that may form, weather conditions and determine the hot zone.

5.2 TRANSPORTATION INDUSTRY

- Those transporting radioactive material that could be harmful when released are required to display the radiation symbol using exterior placards. This is prescribed by the US Department of Transportation (See handbook ERG2000).
- Shipping documents list the amount and type of material being transported
- Since radioactive material is a hazardous substance, SARA Title III law requires there be timely notification the State Emergency Response Commission (SERC) and the Local Emergency Planning Committee (LEPC) of an accident. Timely public notification is also required and may necessitate door-to-door notification. When in danger, the public must know exactly what the problem is and what actions to take.

5.3 RI EMERGENCY MANAGEMENT AGENCY

The RI Emergency Management Agency (RIEMA) is the primary state emergency response agency.   Its roles include:
- State reporting point for radioactive material incidents
- Respond to incidents
- Education of first responders
- Supplying radiation detection equipment to first responders
- Calibration of radiation detection equipment

Radioactive Materials present a unique hazard requiring first responders to have specialized Radiological Response Training (RRT) provided by RIEMA.
- RRTs have progressed through a rigorous three-step process that includes:
  - o Radiological monitoring
  - o Awareness training
  - o Radiological response exercise including decontamination
- The RI Emergency Management Agency (RIEMA)
  - o Provides sensitive radiation detection equipment to first responders
  - o Equipment on loan from RIEMA is rotated on a two-year cycle to keep freshly calibrated equipment in the field.
  - o Those who use the equipment can request more frequent exchange cycles by calling the RIEMA Maintenance and Calibration facility.
- RIEMA is available to respond with equipment of ultra-high sensitivity to further evaluate suspected radiation accidents and releases.

5.4 RHODE ISLAND DEPARTEMENT OF HEALTH

The RI Department of Health (RIDOH) is charged with the evaluation and regulation of radiation hazards:
- Licenses all users and holders of radioactive materials if they have quantities above specific thresholds (See Appendix 1 for list of local users).
- Responds to incident sites with equipment of ultra-high sensitivity to further evaluate suspected radiation accidents and releases.
- Regulate the Control of Radiation
- Regulation of x-ray equipment and radioactive materials use
- Advise RIEMA in declared states of emergency

5.5 RHODE ISLAND STATE POLICE

Enforcement of laws, rules, and regulations regarding:
- Pre-notification of radioactive waste shipments
- Transportation of radioactive materials

5.6 RI DIVISION OF PUBLIC UTILITIES AND CARRIERS

Responsible for:
- Motor carrier regulations, insurance-liability, permits
- Regulations for the transportation of radioactive materials
- Notified of High Level Radioactive Waste (HLRW) shipments

5.7 JOINT NUCLEAR ACCIDENT COORDINATING CENTER

It is possibility that a nuclear weapons accident could occur in Cranston. Nuclear weapons accidents that do not result in detonation occur. Nuclear weapons contain both conventional explosives and highly radioactive nuclear material.
  - o Military aircraft may over fly Cranston; weapons have been released as the result of crashes.
  - o US Navy ships visit Narragansett Bay and may be armed.
  - o Nuclear submarines are based in nearby Groton, Connecticut.
  - o Weapons could be transported through Cranston over land.
- Any accidents involving military nuclear weapons are to be brought immediately to the attention of the Joint Nuclear Accident Coordinating Center (JNACC)

- ➢ JNACC is a combined Defense Special Weapons Agency and Department of Energy centralized agency for exchanging and maintaining information concerned with radiological assistance capabilities and coordinating that assistance in response to an accident or incident involving radioactive materials.
- ➢ JNACC can easily be reached via the RI State Police or RIEMA.
- ➢ The use of Nuclear Weapons for terrorism or attack is addressed in Attachment G.

5.8 NATIONAL RESPONSE CENTER

The National Response Center (NRC) is the **sole** federal point of contact for reporting oil and chemical spills including pipeline spills. Should local and State governments feel a situation is beyond their resources, the NRC will in turn notify a Federal On-Scene Coordinator who is the entry point for federal assistance. NRC phone numbers are (800) 424-8802 or (202) 267-2675 (See the Hazardous Materials Attachment A).

5.9 CHEMTREC

The American Chemistry Council provides first responders with immediate access to technical information through its Chemical Transportation Emergency Center (CHEMTREC) at (800) 424-9300. Thousands of manufacturers and shippers rely on CHEMTREC to provide emergency information and technical assistance for their chemical products. Technical information provided includes:
- ➢ Data about chemical products involved in a spill
- ➢ Guidance to protect first responders and the public
- ➢ Information about initial actions required to mitigate an incident

SECTION 6.0 ADMINISTRATION AND LOGISTICS

Most support efforts required as part of responding to a radiological incident in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I. Additional support efforts are outlined below.

6.1 ADMINISTRATION
- ➢ Generate records and reports concerning a radiological accident
- ➢ Retain copies of shipping documents
- ➢ Determine which hospitals are equipped and willing to accept victims contaminated with radioactive materials
- ➢ Maintain current list of telephone numbers for State HAZMAT teams trained to the RRT level
- ➢ State agencies to be notified

6.2 LOGISTICS
- ➢ Assistance from Public Works may be required for barricading and shielding assistance. See the Resource Management Annex for addition logistical support that might be needed.

SECTION 7.0 PLAN DEVELOPMENT AND MAINTENANCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Hazardous Materials Officer, who is charged with keeping its Appendices current and ensuring that SOPs and other necessary documents are maintained.

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

7.1 LESSONS LEARNED

Following any radioactive materials incident, the entire event should be reviewed by all involved to determine if:
➢ Procedures can be improved
➢ Equipment was satisfactory
➢ Decontamination was adequate
➢ Public & other agencies notification was timely and sufficient
➢ Improvements can be made to the plan.

SECTION 8.0 AUTHORITY AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal
➢ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
➢ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended
➢ 10 CFR 71,73: Notification of RI Division of Public Utilities and Carriers of High Level Radioactive Waste shipments

8.1.2 State
➢ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended.
➢ RI General Laws Section 23-1.3: Evaluation and Regulation of Radiation Hazards
➢ RI Department of Health Regulations for the Control of Radiation, R23-1.3-RAD
➢ RI General Laws 31-23-37: Pre-notification of radioactive waste shipments
➢ RI General Laws Section 30-15-14 et seq. (Supp. 1987): Primary Emergency Response Agency

8.1.3 Local
➢ This Radiological Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

8.2 REFERENCES

- ➤ *Emergency Operations Plan*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
- ➤ *Guide For All-Hazard Emergency Operations Planning*; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996
- ➤ RI Dept of Health listing of Radioactive Materials licensees
- ➤ US DOT Emergency Response Guide ERG2000
- ➤ Chemical Transportation Emergency Center, CHEMTREC, <http://www.chemtrec.com/>
- ➤ National Response Center, <http://www.nrc.uscg.mil/nrchp.html>
- ➤ RI Public Utilities Commission Rules and Regulations for Transportation of Radioactive Materials (1978)

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City of Cranston
EMERGENCY OPERATIONS PLAN (EOP)

ATTACHMENT G
TERRORISM
(INCLUDING WEAPONS OF MASS DESTRUCTION)

City of Cranston
Emergency Management Agency

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City of Cranston
EMERGENCY OPERATIONS PLAN
TERRORISM (INCLUDING WEAPONS OF MASS DISTRUCTION)

TABLE OF CONTENTS

LIST OF TABLES

LIST OF TABS

TAB A: NONE (INTENTIONALLY LEFT BLANK)
TAB B: POTENTIAL PARTICIPANTS IN THE PLANNING PROCESS
TAB C: FEDERAL DEPARTMENTS AND AGENCIES:
         COUNTERTERRORISM-SPECIFIC ROLES
TAB D: HOTLINES AND ONLINE RESOURCES
TAB E: WMD INCIDENT INDICATIONS AND FIRST RESPONDER
         CONCERNS
TAB F: POTENTIAL AREAS OF VULNERABILITY
TAB G: EMERGENCY PUBLIC INFORMATION
TAB H: AGREEMENT BETWEEN ORGANIZATIONS TO ENHANCE
         PREPAREDNESS FOR TERRORISM EVENTS
TAB I: TERRORISM-SPECIFIC CONSIDERATIONS FOR SPECIAL
         EVENTS
TAB J: DEFINITIONS
TAB K: ACRONYMS

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ATTACHMENT G
TERRORISM
(INCLUDING WEAPONS OF MASS DESTRUCTION)

SECTION 1.0 PURPOSE

The purpose of this attachment is to develop a consequence management plan for preparing, responding to and recovering from a terrorist-initiated incident, particularly one involving Weapons of Mass Destruction (WMD) in the City of Cranston.

SECTION 2.0 SPECIFIC HAZARDS

2.1 HAZARD AGENTS

Terrorist initiated situations include the use of WMD agents, conventional explosive devices and cyber techniques that may be directed at the citizens, facilities and critical resources of the City of Cranston.

Weapons of Mass Destruction are defined as any weapon designed or intended to cause a large number of deaths or serious injuries through the release and dissemination of toxic and poisonous chemicals, disease organisms, or radiation. Other destruction, death and injury may be caused by impact, explosion or fire.

In the case of chemical, biological or radioactive agents, their presence may not be immediately obvious to first responders, making it difficult to determine when and where exposure took place, the number who have been contaminated and what danger is present.

There is limited scientific understanding of how these agents affect civilian populations.

2.2 WEAPONS OF MASS DESTRUCTION

2.2.1 Chemical

A chemical WMD utilizes agents intended to kill, seriously injure, or incapacitate people. Such attacks require the immediate reaction of trained and specially equipped emergency responders. Some indicators of chemical agents are listed in Tab E (WMD Indications and First Responder Concerns).

The City of Cranston considers the risk of direct Chemical Attack as low.

Areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.2.2 Biological

There is great difficulty in detecting and recognizing biological hazards. Actual discovery of biological evidence (marked containers) might provide the earliest indication of use of a biological agent. Detection would follow by those experienced in biological agent detection and lastly by actual outbreaks by those exposed. Terrorists could also employ biological agents to attack local agriculture. Some indicators of biological attack are listed in Tab E (WMD Indications and First Responder Concerns).

The City of Cranston considers the risk of a direct Biological Attack as low.

Areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.2.3 Nuclear/Radiological

The presence of radiation is difficult, if not impossible to determine without detection instruments. Radiation markings are just indicators. Only those trained and properly equipped, as Radiological Responders should approach suspicious radioactive material. Tab E (WMD Indications and First Responder Concerns) provides a list of indicators of radiological release.

The City of Cranston considers the risk of a direct Nuclear/Radiological Attack as low.

Areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.2.4 Conventional Explosives And Secondary Devices

Conventional explosives and secondary devices are easy to obtain or fabricate. They can contain chemical, biological or radioactive agents and could also cause fires. Secondary devices may be used as weapons against responders and the public. They could be used as diversionary events or attacks.

Historically, 5 percent of actual or attempted bombings were preceded by a threat, so such threats should be taken seriously.

The City of Cranston considers the risk of a direct Attack using Conventional Explosives and Secondary Devices as medium.

Areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.2.5 Combined Hazards

WMD agents can be combined to achieve a synergistic effect greater than the sum of their parts. They may be combined to achieve both immediate and delayed consequences. The potential exists for multiple incidents in more than one community.

Combined hazards include conventional explosives, secondary devices, low-tech devices and delivery systems, infrastructure attacks, and cyber terrorism.

The City of Cranston considers the risk of a direct Attack using Combined Hazards as medium.

Areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.3 OTHER TERRORISM HAZARDS

While difficult to envision every conceivable terrorism hazard, preparedness should consider simple isolated attacks to complex highly coordinated acts of destruction using multiple agents and/or targets. Training for a variety of hazards is more important than detailed procedures.

2.3.1 Low-Tech Devices And Delivery

Explosives can be delivered in a variety of methods. Packages left behind can be triggered by timers or remote devices that are easily obtainable. Responders should remain alert for suicide bombers who may be among onlookers. Bombs in vehicles could lead to larger detonations, so restricting vehicular traffic from possible targets should be considered.

The City of Cranston considers the risk of a direct Attack using Low Tech Devices and Delivery Methods as medium.

Using sample locations identified in Tab F (Potential Areas of Vulnerability), specific areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.3.2 Infrastructure Attacks

Infrastructure includes electric power, oil, natural gas, telecommunications, transportation, banks, financial institutions, potable water, waste disposal, key roads and bridges, municipal buildings and schools. These are all key components of Cranston's infrastructure. While increased security now is prevalent, critical infrastructure could be lost due to a terrorist incident.

The City of Cranston considers the risk of a direct Attack to its infrastructure as medium.

Using sample locations identified in Tab F (Potential Areas of Vulnerability), specific areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

2.3.3 Cyber Terrorism

Cyber terrorism is the malicious use of electronic information technology (IT). With so much reliance on computers at all levels of government, cyber terrorism must be guarded against. Security measures are available and should be used to protect computer systems against intrusions, infections and other forms of attack. IT equipment (i.e. servers, routers, connections to wire circuits) must be locked and made accessible only to authorized personnel.

The City of Cranston considers the risk of a direct Cyber Attack to its IT infrastructure as low.

Using sample locations identified in Tab F (Potential Areas of Vulnerability), specific areas of risk in Cranston have been identified, are considered to be classified and are contained in a separate document.

SECTION 3.0 SITUATION AND ASSUMPTIONS

3.1 SITUATION

World events have clearly shown that terrorism can occur any time, in any community, for no plausible reason. Therefore, an act of terrorism in Cranston is as likely, as in any other community.

Any act of terrorism would immediately trigger requests for assistance from outside the community. Requests would be made of adjacent communities (mutual aid) who could respond most quickly followed by requests to the Rhode Island Emergency Management Agency (RIEMA) for state, federal and military assistance.

There are potential targets in any community. Any of the sample locations identified in Tab F (Potential Areas of Vulnerability) could be considered at risk.

3.1.1 Initial Warning

When an overt WMD incident has occurred, the initial call for help will likely come via an E911 system. This information, with as much details as practical, should be relayed to the first responders. Due to increased awareness and training, first responders should recognize that a terrorist incident has occurred and inform dispatch. Dispatch can warn others of the situation and request any needed assistance. The probability of hoaxes is another matter facing first responders who must treat each call as real until proven otherwise.

A diagram of the State of Rhode Island Enhanced E911 System is included in Appendix 1.

3.1.2 Initial Detection

A terrorism incident involving covert and strategically placed biological or chemical agents may only be detected by alert clinicians in hospitals or clinics. They will have victims displaying similar symptoms or syndromes. Determining exactly where these agents were placed could take days of detective work and require sophisticated coordination between multiple investigators.

Those treating such patients must take care not to spread the agent or contract it, themselves.

3.1.3 Release Area

Standard models are available for estimating the effects of nuclear, chemical or biological release. The models indicate the area affected and the consequences to population, resources and infrastructure.

The City of Cranston has the capability to produce a plume model (Cameo) for evacuation purposes.

Models are also available to estimate blast effects at various distances for various quantities of explosive material. This information can be valuable to determine evacuation zones and IC post locations.

The City of Cranston has access to blast area model through mutual aid from the RI State Fire Marshal's Office.

3.1.4 Investigation And Containment Of Hazards

Local first responders will provide the initial surveillance and assessment of any hazard they respond to. A determination will be made quickly to identify if the event is an act of WMD terrorism. Proper protocol is to cordon off the area, create an exclusion zone and await the arrival of a HAZMAT unit. Appropriate State and/or Federal agencies can offer additional support and should be contacted quickly. Paragraph 4.11 identifies the regional HAZMAT and Decontamination Teams in Rhode Island.

3.2 ASSUMPTIONS

This EOP and attachment will be activated when a WMD incident has occurred or a credible terrorism threat has been identified.

Assistance from surrounding communities may not be forthcoming in a multiple event scenario.

Drills involving State, Federal and Military counterparts are necessary to identify shortfalls in preparedness.

The first responders arriving will in most cases detect and evaluate the potential or actual incident, assess casualties (if any) and determine that additional assistance is required.

If federal support is required, requests for federal assistance will be directed to the RI Emergency Management Agency who will notify FEMA, the Lead Federal Agency (LFA) who activates appropriate federal responders.

Federal responses include experts in identification, containment and recovery from WMD agents (chemical, biological, nuclear/radiological, or explosive).

Federal consequence management response will include FEMA, additional Federal Response Plan agencies, and the American Red Cross, as required.

The probability is that jurisdictional areas of responsibility and working parameters of federal, state and local responders will overlap. Coordination among all involved is necessary for the public good.

Response activities may continue for an extended period of days or weeks. Early responders may welcome the relief provided by regional and federal resources.

There will be extensive media coverage generating many volunteers and donations that will require management.

SECTION 4.0 CONCEPT OF OPERATIONS (UNIQUE PLANNING CONSIDERATIONS)

This section includes modifications to the City of Cranston's emergency operations procedures as identified in the Basic Plan and Annexes A – I. These modifiers provide unique concepts for responding to a WMD incident or other terrorist action. These actions may be supplemented by specific Standing Orders, SOPs and Checklists developed by Cranston's Emergency Response Team (ERT). Appendix 3 contains (or references) these documents.

4.1 DIRECTION AND CONTROL

Local Direction and Control for any event identified in this attachment will commence through the Emergency Response Team (ERT) identified in the Basic Plan.

First responders from the City of Cranston will be first on the scene. The senior officer will assume the position of Incident Commander. An assessment of the situation and the need for assistance will be radioed back to dispatch. Based on the scope of the assessment, an Incident Command Post will be established and the Emergency Operations Center (EOC) will be opened and staffed in accordance with this EOP (See Annex A, Direction and Control).

Local response to Terrorism / WMD incidents will quickly include notification of State (RIEMA) and Federal (FEMA) resources. Through this process, the Federal Response Plan (FRP) will be activated and the chain of command altered as the resources identified in Table 1 are activated.

TABLE 1: RESPONSES EVENTS AND PARTICIPANTS

	Events	Participants
1.	Incident occurs.	
2.	911 center receives calls, and forwards them to response agency. Response agency elicits information, dispatches first responders, relays information to first responders prior to their arrival on scene, makes notifications, and consults existing databases of chemical hazards in the community, as required.	911 Center, first responders.
3.	First responders arrive on scene and make initial assessment. Establish Incident Command and set up Command Post in an area that is safe from potential secondary hazards/devices. Determine potential weapon of mass destruction (WMD) incident and possible terrorist involvement; warn additional responders to the scene of potential secondary hazards/devices. Perform any obvious rescues as incident permits. Establish security perimeter and credentialing. Determine needs for additional assistance. Begin triage and treatment of victims. Begin hazard agent identification.	Incident Command: Fire, law enforcement, emergency medical services (EMS), and HAZMAT unit(s).
4.	Incident Command manages incident response; notifies medical facility, emergency management (EM), and other local organizations outlined in Emergency Operations Plan (EOP); requests notification of Federal Bureau of Investigation (FBI) Field Office.	Incident Command.
5.	Special Agent in Charge (SAC) assesses information, supports local law enforcement, and determines WMD terrorist incident	FBI Field Office: SAC.
6.	Local Emergency Operations Center (EOC) activated. Supports Incident Command, as required by Incident Commander (IC). Coordinates consequence management activities (e.g., mass care). Local authorities declare state of emergency. Coordinates with State EOC and State and Federal agencies, as required. Requests State and Federal assistance, as necessary.	Local EOC: Local agencies, as identified in basic EOP.
7.	Strategic local coordination of crisis management activities. Brief President, National Security Council (NSC), and Attorney General. Provide Headquarters (HQ) support to JOC. Domestic Emergency Support Team (DEST) may be deployed. Notification of FEMA by FBI/SIOC triggers FEMA actions	SIOC: FBI, Department of Justice (DOJ), Department of Energy (DOE), Federal Emergency Management Agency (FEMA), Department of Defense (DoD), Department of Health and Human Services (HHS), and Environmental Protection Agency (EPA).
8.	Manage criminal investigation. Establish Joint Information Center (JIC). State and local agencies and FEMA ensure coordination of consequence management activities.	FBI; other Federal, State, and local law enforcement agencies. Local EM representatives. FEMA, DoD, DOE, HHS, EPA, and other Federal Response Plan (FRP) agencies, as required.
9.	State EM supports local consequence management. Brief Governor. Declare state of emergency. Develop/coordinate requests for Federal assistance through FEMA Regional Operations Center (ROC). Coordinate State request for Federal consequence management assistance.	State EOC, State EM, and other State agencies, as outlined in the basic EOP.
10.	DEST provides assistance to FBI SAC. Merges into JOC, as appropriate.	DEST: DoD, DOJ, HHS, FEMA, EPA, and DOE.

11.	FEMA representative coordinates Consequence Management Group. Expedites Federal consequence management activities and monitors crisis management response to advise on areas of decision that could impact consequence management response.	FBI, FEMA, EPA, DoD, DOE, HHS, and other FRP agencies.
12.	Crisis management response activities to incident may continue.	FBI, Incident Command System (ICS), Special Operations, Hazardous Materials Response Unit (HMRU), Joint Technical Operations Team, Joint Inter-Agency Intelligence Support, and additional authorities, as needed.
13.	Federal response efforts coordinated and mission assignments determined. A consequence management support team deploys to incident site. All EOCs coordinate.	ROC and regional-level agencies.
14.	An Emergency Response Team - Advance Element (ERT-A) deploys to State EOC and incident site, as needed. Base installation sites identified for mobilization centers. Liaisons from WMD-related agencies requested for Emergency Support Team (EST) and ROC. Disaster Field Office (DFO) liaisons as needed (may be after extended response phase).	ERT-A Regional-level FEMA and FRP primary support agencies, as needed.
15.	A consequence management support team provides operational technical assistance to Unified Command (UC)	FMEA, DOE, DOD, HHS, EPA and FBI
16.	Recovery operations. Transition of LFA from FBI to FEMA.	

Note: FEMA may initiate FRP response prior to an FBI/SIOC notification.

4.2 COMMUNICATIONS

The communications functions identified in Annex B will be activated during any Terrorist / WMD event. Additional capabilities are identified in the following paragraphs.

4.2.1 Secure Radio

In a WMD incident, extraordinary communications may be necessary including secure communications not easily monitored by others. Wireline provides a fairly secure means of communications; ordinary two-way radio does not. FEMA can provide secure radio communications when requested. The City of Cranston currently cannot provide secure radio capabilities.

4.2.2 Internet

Access to the Internet is now a requirement at disasters involving Federal agencies. Most federal response communications take place as electronic mail with attachments. Local response organizations should establish relevant Internet communications procedures and practice them during training, drills and exercises. The City of Cranston currently can provide internet capabilities.

4.2.3 Frequency Agility

Responders from outside the community bring radios that probably do not operate or "net" with those of Cranston's first responders. This problem is not easily resolved since some radio systems may be on totally different bands. Some two-way radios can be field reprogrammed to net with the host community and the ICP, but the nature of the situation may not allow the time needed for this. Such radios are also expensive and

require available IT personnel. The City of Cranston currently has programmable (frequency agile) radio capabilities.

Note: Operating protocols tend to differ from city to city so a mutually agreed upon set of codes should be established during exercises.

4.2.4 CD State Radio System (CDSTARS)

Emergency Management Organizations in Rhode Island are fortunate to have a voice and fax backbone radio communications system linking all Key State agencies each of the thirty-nine cities and towns. Sixty stations are on the network which is controlled and maintained by RIEMA. The City of Cranston is currently active on CDSTARS.

4.2.5 Telephone Dial-Tone Providers

New FCC rules now allow an alternative to the local Telephone Company for wire line service. An alternative is usually provided by cable TV companies who use coaxial and fiber-optic cable for Internet, telephone and CATV. The mix offers Emergency Management an alternative that may still be operational, should the other service fail. This telephone line redundancy is a relatively new option for emergency managers to consider. The City of Cranston currently does not have redundant telephone service.

4.3 WARNING

Any of the warning functions identified in Annex C may be activated during a Terrorist / WMD event. Additional capabilities are identified in the following paragraphs.

There may or may not be any warning of a Terrorist / WMD incident. Warning may be generated from intelligence gathered by various law enforcement agencies or an actual terrorist threat. Threats received by the City of Cranston must be reported to the Providence FBI office using secure communications. Similarly, the FBI will inform state and local law enforcement officials of threats.

4.3.1 Pre-Event FBI Readiness

The FBI uses a four-tier threat level system. It is the basis for initiating precautionary actions when a Terrorist / WMD event is anticipated:
  ➢ **Level Four (Minimal Threat)** - Heightened alert due to received threat(s).
  ➢ **Level Three (Potential Threat)** - Potential terrorist incident, under investigation.
  ➢ **Level Two (Credible Treat)** - Confirms involvement of WMD in a developing terrorist incident.
  ➢ **Level One (WMD Incident)** - Incident has occurred resulting in mass casualties.

4.4 EMERGENCY PUBLIC INFORMATION

Any of the EPI capabilities identified in Annex D may be utilized during a Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

Terrorism can be catastrophic and cause a disruption of media services. TAB G (Emergency Public Information) provides guidance crucial to disseminating accurate, timely and pertinent information to the public. Notifying the public that an incident has occurred, directing their actions, and keeping them informed are critical in reducing problematic public responses, such as fear, panic, spontaneous evacuation, and antisocial behavior.

Actions outlined in Evacuation, Annex E and Mass Care, Annex F, may also need to be communicated to the public with continuous updating based on event response efforts.

4.5 EVACUATION

Evacuation actions identified in Annex E may be taken during any Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

4.5.1 In-Place Sheltering

This tactic may be appropriate if there is a short-duration release of hazardous materials (See the Hazardous Materials Attachment) and if it is safer for individuals to remain in place.

4.5.2 Evacuation Routes

Ensure that evacuation routes do not interfere with emergency vehicles attempting to access the incident site. Appropriate routes and the mode of transportation used by evacuees should be predetermined based on the area involved and the type of agent, before making public announcements to evacuate.

4.5.3 Evacuation Support

City of Cranston officials are responsible for emergency actions, but evacuation may direct people to places outside the community. If applicable, Cranston must alert adjacent communities and states of evacuations and obtain state support as needed. Clear messages to RIEMA must define intentions, needs, locations and timing.

4.6 MASS CARE

Mass care options identified in Annex F may be activated during any Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

Facilities identified in the mass care annex may or may not be appropriate based upon the hazard involved. For example, decontamination may be required prior to allowing evacuees to use the facility.

A midpoint or intermediate mass care station may be needed to move victims out of harms way or for decontamination.

The following WMD mass care facility criteria should be considered:
 ➢ Safe location (avoid contamination zones; determine safety perimeters, based on agent)
 ➢ Structural safety (Re-inspect, after a WMD event)
 ➢ Health and Medical services (Mobile triage support, epidemiological services)
 ➢ Provisions for "safe" food and water
 ➢ Patient tracking/record keeping
 ➢ Policy and procedures for animal care (No pets are allowed in mass care facilities)

4.7 HEALTH AND MEDICAL

Health and Medical considerations identified in Annex G may be activated during any Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

WMD issues include decontamination, quarantine, safety, in-place sheltering, evacuation and multi-hazard/multi-agent triage. There may be large numbers of people seeking to know if they are contaminated. Some may be seeking or require immunization. Depending on the nature and location of the attack, medical care facilities identified in Annex G may not be the most appropriate.

Protection from biological agents may involve coercive or non-coercive actions, including:
   ➢ Isolation of individuals who pose an infection hazard
   ➢ Quarantine of affected locations
   ➢ Vaccination
   ➢ Use of masks by the public
   ➢ Closing of public transportation
   ➢ Limiting public gatherings
   ➢ Limiting intercity travel

The information in Hazardous Materials, Attachment A, will be relevant to a bio-terrorism incident. Additional concerns include collaboration with clinicians and public health authorities responsible for monitoring disease (Reference the current RIEMA EOP, RI State Department of Health Annex M).

Additional support is available from the RI MHRH Behavioral Health Emergency Support Function (ESF) #15. In addition to staffing the State EOC in Cranston, the organization will staff its own command center in the basement of Barry Hall at the John O. Pastore Complex in Cranston. Both the State EOC and the MHRH have base stations on CDSTARS. Eight teams of 8 to 12 trained critical incident stress managers have been identified to serve in various parts of the state when called upon. The City of Cranston is in Region 4.

Reference is also made to Annex I, Medical Emergency Distribution System (MEDS) Plan and the State Smallpox Plan. These plans address all state-level medical emergency supply resources. They contain a delivery system from the Strategic National Stockpile (SNS), a strategically stored cache of meds, auto-injectors and other materials that may be needed.

4.8 RESOURCE MANAGEMENT

Any of the Resources Management considerations identified in Annex H should be considered during any Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

Additional resources relevant to WMD incidents include:

➢ Many WMD trained resources can only be obtained from the Federal Government. Reference Tab C (Federal Departments and Agencies) for further information on capabilities and contact information.

➢ State trained teams have been formed to respond to Terrorist / WMD incidents. Paragraph 4.11 identifies these teams.

➢ Nuclear, biological and chemical response resources are available through inter-jurisdictional agreements. (See Attachment A, Hazardous Materials).

➢ Military support may be available from the RI National Guard, through RIEMA.

➢ Vaccines, auto injectors and personnel are available under the MEDS Plan, request assistance from RI DOH via RIEMA.

➢ Expertise from Rhode Island's colleges and universities may be needed. Calls direct to these facilities with specific requirements, or messages via the media, may be productive.

Be alert to the ever-present potential for an influx of donations and the need to manage volunteers and goods that arrive unsolicited.

4.9 RESPONDER ROLES AND RESPONSIBILITIES

Any specific Responder Roles and Responsibilities identified in Annex I should be considered during a Terrorist / WMD event. Additional considerations are identified in the following paragraphs.

Given the potential of a Terrorist/ WMD event to be overwhelming, local responders will probably quickly require outside assistance from multiple sources, both professional and volunteer. Specific State resources and Teams are identified in Section 4.11.

4.10 OTHER OPERATIONAL CONSIDERATIONS

When considering the result of a Terrorist / WMD event, the following paragraphs address recovery operations (See the Basic Plan: Recovery Phase).

Since the use of a WMD is a criminal act, victims or their families may be eligible for assistance under State Crime Victims' Assistance Law. Persons that may have suffered trauma as a result of an attack may need crisis counseling (See the State EOP ESF #15; Behavioral Response Health Plan).

Decontamination of buildings and agricultural land may be time consuming and expensive. Local, state and federal assistance may be required by victims.   The time frame for decontamination is impossible to determine until experts evaluate the problem.

Be certain all logs and all other records relating to the event are retained.

4.11 INTER-JURISDICTIONAL RELATIONSHIPS

Mutual Aid Agreements, Memorandums of Understanding and any Emergency Management Assistance Compacts (EMAC) Cranston participates in may be included in Appendix 4.

The following response teams are available to RI communities under mutual aid:
- ➤ A Bomb squad from the State Fire Marshal's office.
- ➤ Seven regional HAZMAT WMD teams. The teams have been specially outfitted and trained to respond to biological and chemical events. They are located in the fire departments of Woonsocket, Providence, Cranston, Warwick, Hope Valley, Coventry and West Warwick.
- ➤ Seven Decontamination (DECON) teams specially outfitted and trained. Teams are based in North Providence, East Providence, North Kingstown, South Kingstown, Newport, Coventry and Westerly.
- ➤ Seven Mass Casualty Incident (MCI) teams to deal with large numbers of injured. Teams have been specially equipped and trained for WMD incidents. They are based in Scituate, Cumberland, Pawtucket, Portsmouth, Charlestown, Hope Valley and the TF Green Airport crash rescue unit.
- ➤ In addition to the State Police, Tactical Law Enforcement teams have been identified in four RI communities to assist in a WMD-Terrorism event. These teams will assist local law enforcement agencies with high tech equipment and trained manpower. They are located in Woonsocket, Providence, Warwick and Newport.

SECTION 5.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

An effective response to a terrorist/WMD event will capitalize on many of the assignments and responsibilities identified in this EOP, particularly Annex I, Responder Roles and Responsibilities. Additional roles of local, state or federal organizations are outlined below.

5.1 LOCAL EMERGENCY RESPONDERS

City of Cranston public safety teams will be among the first to respond to terrorist incidents, especially those involving WMD. As response efforts escalate, assistance from other local and state agencies will become available and it will be important to coordinate needed services. Cranston's primary first responder roles are identified in Annex I, Responder Roles and Responsibilities.

5.2 STATE EMERGENCY RESPONDERS

The State Emergency Management Agency (RIEMA) has capabilities to support local emergency management authorities. These include acting as a conduit for various State and Federal resources and equipment. Several other State agencies including State Police, State Fire Marshal, Department of Environmental Management and the State Health Department may also be requested to support emergency operations.

RIEMA is currently formulating a Statewide Urban Search and Rescue team trained to the current standards employed by FEMA for the national US&R teams. It is expected that some 120 people statewide will meet the training standards to belong to the elite unit. The State has not identified a base location for this unit. These teams could be useful in locating victims following terrorist events.

5.3 MEDICAL SERVICE PROVIDERS

Participating hospitals will activate their own disaster plans, once notified of the Terrorist / WMD incident. Local emergency management should make direct notification outlining the scope of the incident. This will allow hospital officials to prepare for victims.

5.4 LOCAL EMERGENCY PLANNING COMMITTEES

The State Emergency Response Commission (SERC) has established nine Local Emergency Planning Committees (LEPC), in Rhode Island. The Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III requires LEPC's to develop and maintain local HAZMAT plans. They must be notified of any hazardous substance release (See Appendix A, Hazardous Materials).

5.5 FEDERAL EMERGENCY RESPONDERS

The roles and responsibilities for federal agencies are discussed in detail in Tab C.

When notified of a credible terrorist threat the following may respond and activate resources:
- ➤ Department of Homeland Security (including FEMA)
- ➤ Department of Justice (DOJ)
- ➤ FBI
- ➤ Department of Defense (DoD)
- ➤ Department of Energy (DOE)
- ➤ Department of Health and Human Services (HHS)
- ➤ Environmental Protection Agency (EPA)
- ➤ Department of Agriculture (USDA)
- ➤ Nuclear Regulatory Commission (NRC)
- ➤ American Red Cross (ARC)
- ➤ Department of Veterans Affairs

Upon determining that a terrorist incident is credible, the FBI Special Agent in Charge (SAC), through FBI headquarters will activate liaisons with other federal agencies (OFA) operations centers. FEMA, Region One, may activate the Regional Operations Center (ROC) at Maynard, MA and deploy a representative(s) to the Rhode Island EOC. When the FEMA ROC is activated, it will notify the appropriate FBI office to dispatch a liaison. If the FBI activates its Strategic Information and Operations Center (SIOC) at FBI headquarters, FEMA and OFAs will send liaison personnel, as required. Once the FBI has determined the need to activate a Joint Operations Center (JOC) to support the incident site, federal, state and local agencies may be requested by FEMA to support the Consequence Management Group located at the JOC.

Urban Search and Rescue (US&R) teams may be activated. There are 28 US&R task forces scattered throughout the country. Each has the ability to deploy within six hours and to sustain themselves for 36 hours. These teams are trained to operate in a

collapsed building environment contaminated with biological or chemical agents or radioactive materials. They can bring additional HAZMAT specialists and medical personnel with monitoring and detection equipment. US&R is an Emergency Support Function (ESF), and mission assignments are made by FEMA. A request for assistance is made through RIEMA.

SECTION 6.0 ADMINISTRATION AND LOGISTICS

Most support efforts required as part of responding to a terrorist/WMD incident in the City of Cranston are covered by administration and logistics functions listed in the Basic Plan and Annexes A-I. Additional support efforts are outline below.

6.1 ADMINISTRATION

6.1.1 General Support Requirements

There are many factors that make a consequence management response to a terrorist incident unique. Since there might be little or no warning and the release of WMD might not be apparent, first responders, caregivers, and those assigned to the EOC may be in imminent danger of becoming casualties, before anyone realizes it. Multiple incidents can easily exacerbate the danger.

Local first responders rarely work side by side with state, federal and military resources. Therefore, terrorism and WMD training and exercises should involve all the aforementioned. The application, integration and coordination of federal resources into the existing local command and control structure can be a very sensitive operation.

Local emergency response organizations will likely want to maintain the direction and control of the emergency response to the terrorist incident.

6.1.2 Availability Of Services

A terrorist event will easily overwhelm the resources of any community so requests for assistance should come early. Administrative assistance in routing these requests will be required.

The need for additional personnel in a 24/7 operation is best managed by administrators who determine the capabilities of volunteers and can arrange temporary hires who are needed to fulfill certain jobs.

6.1.3 Mutual Aid Agreements

Mutual Aid Agreements may not be at hand at the Incident Command Post. Administration should be prepared to activate all MOUs called for by the Incident Commander.

Requests for state and federal assistance may come from the Incident Commander. Administrators at the EOC may be called upon to articulate in writing exactly what is needed in requests to RIEMA.

It is necessary that formal mutual aid arrangements be made, prior to a Terrorist / WMD incident. Tab H provides guidelines on developing an effective agreement.

6.1.4 Emergency Management Assistance Compacts

EMA Compacts (EMAC) may also be called for. See above for appropriate handling by administration.

Appendix 5 contains any EMA Compacts that exist for the City of Cranston.

6.1.5 Administrative Policies And Procedures

Human resource and finance records related to a terrorist/WMD event should be kept by administrative personnel who do so, on a day to day basis. Administration issues emergency purchase orders for supplies needed at an Incident.

Administration directs communications for all incoming and outgoing telephone calls through the general switchboard for proper routing and logging (unless the function is assigned to Communications).

6.2 LOGISTICS

Supplies needed to respond to a terrorist incident may differ from those needed for a natural disaster. The transportation and delivery of supplies into a terrorist incident crime scene may present problems never before visualized. Acceptable passes and credentials for drivers and their vehicles will be necessary, otherwise re-supply and even food delivery, may be hindered.

Special care must be given to the selection of the Incident Command Post (ICP) location. It should be close enough to observe the incident but far enough away to maintain an overview perspective and be safe from immediate hazards. Determine an alternate location (COOP) in case of a wind shift, for example.

6.2.1 Donations

Common logistical problems include an influx of volunteers and large volumes of unsolicited donations prompted in part by extraordinary media coverage. Logistical and administrative teams need to be prepared so as not to become overwhelmed. Logistics should to be prepared to offload, catalog and distribute what is needed. They should store or quickly dispose of what is not needed.

6.2.2 Volunteers And Local Hires

Administration is best equipped to properly enroll volunteers and determine the most appropriate disaster function. Use of non-enrolled volunteers should be avoided due to liability and security issues. It is especially important in a terrorist incident to take time for background checks of volunteers. Once completed, identification cards that include a recent picture of the individual should be issued. They should clearly specify the assigned function and security level of the volunteer.

SECTION 7.0 PLAN DEVELOPMENT AND MAINTANENCE

The primary responsibility for coordinating any revision of this Attachment belongs to the Emergency Management Director, who is charged with maintaining all SOPs and other reference documents (See Appendices).

The plan shall be reviewed annually, or following any exercise or activation of the plan that identifies where potential improvements can be made.

SECTION 8.0 AUTHORITIES AND REFERENCES

8.1 AUTHORITY

8.1.1 Federal
➢ *Homeland Security Act of 2002*, Establishes Department of Homeland Security (DHS)
➢ The *Robert T. Stafford Disaster Relief Act,* Public Law 93-288, as amended

8.1.2 State
➢ General Laws of Rhode Island, Title 30, Chapter 30-15, as amended

8.1.3 Local
➢ This Terrorism/WMD Attachment is authorized under the auspices of the City of Cranston's Basic Emergency Operations Plan.

8.2 REFERENCES
➢ *Emergency Operations Plan*, State of Rhode Island, Rhode Island Emergency Management Agency (RIEMA)
➢ *Guide For All-Hazard Emergency Operations Planning*; State and Local Guide (SLG) 101, Washington: FEMA, Sept. 1996 (including Chapter 6, Terrorism, August 2002)

TAB A

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TAB B

POTENTIAL PARTICIPANTS IN THE PLANNING PROCESS

A.   PARTICIPANTS IN PLANNING FOR TERRORIST INCIDENTS

Experience gained in responding to and managing the consequences of terrorist incidents since 1990 shows that problems arise that would not be expected in other types of emergencies. Planning for a terrorist incident should address these problems. In some cases, it is not obvious which agency, department, or other organization could address the problem, and the State or local government would have to identify the appropriate resources. This Tab addresses problems likely to arise and how they could be solved. It also identified organizations with resources that are not usually involved but whose participation could enhance a Terrorist Incident Appendix (TIA).

It is assumed that the departments or functions normally involved in emergency operations planning include an elected official, or designee, with the authority to act for the elected officials, as well as personnel involved in emergency management, firefighting, police, legal counsel, administration (including purchasing), communications, transportation (including emergency medical), public health, and public information. Depending on the terrorism threats being addressed in the particular plans being developed, one or more of the following organizations not usually included in emergency planning should be considered and included as appropriate.

B.   FREQUENTLY NEGLECTED PRIVATE ORGANIZATIONS

1.   **Business Community.** There are several reasons to include the business community in planning. Local businesses might have resources that would be needed in a response that planners would not otherwise know were available. Businesses and their employees and customers might be in the target of the terrorist attack or near it. Businesses that participate in planning would be more likely to have evacuation plans and exercises for their own premises. Some response decisions might have significant adverse impacts on the local economy (e.g., closing of Reagan National Airport for an extended period). Involvement by the business community in terrorism consequence planning should alert planners and decision makers about such adverse impacts.

2.   **Colleges and Universities.** Colleges and universities might be terrorist targets. Moreover, they can help if an attack elsewhere displaces a segment of the population, because they have field houses and other facilities that can be used as shelters. They may also have parking areas next to sports facilities that can be used as staging areas. In addition, faculty members may have expertise (e.g., civil engineering, health physics, public health, agriculture, chemical weapons) that can be used to assist with the response.

3.   **Charities and Social Service Organizations.** Large quantities of food and

material are often received in response to a terrorist attack; they are sometimes (frequently) not needed but must still managed. Charities and social service organizations that help clothe and feed the needy often have warehouses and means to distribute the clothes and food. Also, monetary donations are received in response to terrorist incidents. Including charities and social service agencies in the planning process could help alleviate problems associated with managing material donations and distributing and using monetary donations.

C.   FREQUENTLY NEGLECTED MEDICAL ORGANIZATIONS

1.   **Medical Facilities Officials.** The planning should consider the adequacy of hospital and emergency medical transport resources in general and the availability of specialized facilities in particular, such as those certified to treat injured and contaminated victims or burn victims. The "golden hour" rule (if trauma victims get to a Level 1 trauma unit with an hour of injury, the probability of survival increases by 90%) should be a basis for assessing the adequacy of resources and in triage procedures. Also, in a biological, chemical, and radiological terrorist incident, some persons would likely become contaminated and evacuation might be necessary. Planning should address decontamination resources, trained persons, equipment, supplies, and facilities, including medical facilities. It should also address the timing of decontamination. Decontamination before evacuation results in more prompt treatment and reduces the spread of contamination.

2.   **Mortuary Services.** The attack on the World Trade Center demonstrated that a terrorism incident can result in the death of a large number of persons in a very short period of time, which could stress local capabilities for handling remains. If the attack involves biological or chemical agents or nuclear materials, the remains might be contaminated, which adds complications. The planning process should include medical examiners or coroners, morticians, and other persons involved in the handling of remains.

D. FREQUENTLY NEGLECTED STATE, COUNTY, AND CITY DEPARTMENTS

1.   **County (regarding perimeter control problems).** A major terrorist incident attracts large numbers of expedient volunteers and media personnel whose access to the site must be strictly controlled to prevent them from hindering responders or harassing victims and their families. It is therefore necessary to define a restricted area with perimeter barriers. Departments that seem to have little relationship to such an incident may have resources to offer. Consider including such little used facilities such as County Sheriffs, DEM Enforcement officials or Military Police.

2.   **Cities and Towns (regarding credentialing problems).** Credentialing is a problem during a major terrorist event. There are two aspects to the problem. One is determining who prepares the badges and what they signify. The other aspect is determining who gets credentials. One possibility is using the RI Dept. of Motor Vehicles system. The RI Public Transit Authority also has photo ID equipment, as does the RI Dept. of Corrections. A more difficult task is determining who gets credentials. Perhaps agencies should submit lists of persons they want to get credentials. The Cranston EM organization is responsible for producing credentials, the system used to identify the extent of access, and the protocol used to determine who gets credentials should all be addressed in the planning process.

3.	**State (regarding aid to victims of crime problems).** Terrorist acts are criminal acts. Therefore, victims of terrorist attacks are victims of crime. Since RI has a statute to assist victims of crime, the RI Attorney General's office should be consulted about such assistance.

4.	**State (regarding food and animal health problems).** RI grown crops and the food supply could be a prime target. and called for careful emergency planning at the Federal, State, and local levels. State warehouses holding USDA-donated food could prove valuable should there be attacks on crops or other elements of the food supply. In addition, the results of a recent survey of chief State livestock officials regarding bioterrorism preparedness revealed the following important issues: (1) some high-priority bioterrorism organisms, such as plague and tularemia, are not reportable in all states; (2) 39% of State animal health officials have not been involved in bioterrorism planning and coordination; and (3) 61% did not know of state efforts to educate veterinarians regarding issues surrounding the impact of bioterrorism. It is recommended that state animal health officials and veterinarians become involved in bioterrorism response planning.

5.	**City/Town (regarding foreign assistance problems).** Offers of assistance from foreign organizations, such as urban search and rescue units, may be received after a major terrorist attack. In addition to the practical problems of integrating persons who may have minimal or no knowledge of English into a response team, protocols require that such offers should not be accepted by local governments immediately but should referred through RIEMA to FEMA and to the State Department for response. Responsibility for referring such offers should be assigned during the planning process to intergovernmental affairs departments.

## E.	FREQUENTLY NEGLECTED MILITARY ORGANIZATIONS

1.	**Emergency Management Assistance Compact (EMAC).** A governor has the authority to assign State National Guard troops to response and recovery tasks. If the State is a member of an EMAC, it can obtain assistance from the National Guards of EMAC member states. The military is a resource of last resort whose assistance can only be requested through the Lead Federal Agency (see U.S. Department of Defense section in Tab C). However, there is an exception if there is a military garrison in the immediate vicinity of the community. In this case, the garrison commander has the authority to commit troops to the response if so doing would help save lives. Requests for EMAC are to made to the RI Emergency Management Agency with specific needs outlined in detail.

TAB C

FEDERAL DEPARTMENTS AND AGENCIES: COUNTERTERRORISM-SPECIFIC ROLES

A. OFFICE OF HOMELAND SECURITY (OHS)

The Office of Homeland Security ("Office") was established by Executive Order 13228 on October 8, 2001. Its mission is to develop and coordinate the implementation of a comprehensive national strategy to secure the United States. The Office is to perform the functions necessary to carry out this mission. The Office has functions in the areas of national strategy, detection, preparedness, prevention, protection, response and recovery, incident management, continuity of government, and public affairs. In addition, the Office is to invite and encourage State and local governments to participate in carrying out its functions. In performing its functions, the Office is to work with State and local agencies as appropriate.

The functions of the Office that relate most directly to consequence management planning by State and local agencies are in the preparedness, protection, and response and recovery areas. In the preparedness area, the Office is to coordinate national efforts to prepare for and mitigate the consequences of terrorist threats or attacks within the United States. More specifically, the Office's preparedness functions include coordinating domestic exercises and simulations designed to assess and practice using systems that would be called upon to respond to a terrorist threat or attack and coordinating Federal assistance to State and local authorities and nongovernmental organizations to prepare for and respond to terrorist threats or attacks.

In the protection area, the Office is to coordinate efforts to protect the United States and its critical infrastructure from the consequences of terrorist attacks. More specifically, the Office's protection functions include developing criteria for reviewing whether appropriate security measures are in place at major public and privately owned facilities and coordinating efforts to protect critical public and privately owned information systems.

In the response and recovery area, the Office's functions include coordinating efforts to ensure rapid restoration of critical infrastructure facilities and critical information systems after disruption by a terrorist attack; coordinating Federal plans and programs to provide medical, financial, and other assistance to victims of terrorist attacks and their families; and coordinating containment and removal of biological, chemical, radiological, explosive, or other hazardous materials in the event of a terrorist threat or attack involving such hazards and coordinating efforts to mitigate the effects of such an attack.

B.   FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

The Federal Emergency Management Agency (FEMA) is the lead agency for consequence management and acts in support of the Federal Bureau of Investigation (FBI) in Washington, D.C., and on the scene of the crisis until the U.S. Attorney General transfers the Lead Federal Agency (LFA) role to FEMA. Though State and local officials bear primary responsibility for consequence management, FEMA coordinates the Federal aspects of consequence management in the event of a terrorist act. Under Presidential Decision Directive 39, FEMA supports the overall LFA by operating as the lead agency for consequence management until the overall LFA role is transferred to FEMA and in this capacity determines when consequences are "imminent" for purposes of the Stafford Act (Source: Federal Response Plan Terrorism Incident Annex, April 1999). Consequence management includes protecting the public health and safety and providing emergency relief to State governments, businesses, and individuals. Additional information on Federal response is given in the United States Government Interagency Domestic Terrorism Concept of Operations Plan (http://www.fema.gov/r-n-r/conplan/).

Web site: **www.fema.gov**

1.   **Office of National Preparedness (ONP).** The ONP develops and implements strategies for FEMA involvement in terrorism-related activities and coordinates overall relationships with other Federal departments and agencies involved in the consequence management response to terrorism-related activities.

2.   **Readiness, Response and Recovery (RRR**). The Readiness, Response and Recovery Directorate is responsible for planning, training, conducting exercises, and leadership in the Federal consequence management response to terrorist events. The RRR Directorate develops and produces terrorism consequence management planning guidance for state and local governments, manages the terrorism consequence management planning assistance used by State and local governments for terrorism preparedness, and, in accordance with the Federal Response Plan (FRP), manages Federal activities required to support State and local governments in the aftermath of a terrorist incident.

The RRR directorate's terrorism-related FRP functions include these:

•   It is responsible for planning, coordination, and operations related to national security special events.

•   It provides training for emergency managers, firefighters, and elected officials in consequence management through the Emergency Management Institute (EMI), National Fire Academy (NFA), and National Emergency Training Center (NETC) in Emmitsburg, Maryland.

•   EMI offers courses for first responders dealing with the consequences of terrorist incidents through the Comprehensive Exercise Program. These exercises provide the opportunity to test the ability of different levels of response to interact effectively.

•   It manages the Rapid Response Information System, which inventories physical assets and equipment available to State and local officials and provides a database of chemical and biological agents and safety precautions.

3.   **Federal Insurance and Mitigation Administration (FIMA).** FIMA is

responsible for FEMA's mitigation programs, which seek to minimize damages and losses from all hazards, including terrorist attacks. The Building Process Assistance Teams, made up of engineering and construction professionals, help by providing thorough analyses of structures as well as information that can be used by communities as they rebuild. Mitigation programs also provide a variety of technical services, including verified and validated airborne and waterborne hazardous material models. FIMA is also responsible for developing new, technologically advanced, remote sensing capabilities needed to assess the release and dispersion of hazardous materials, both in air and water, for guiding consequence management response activities.

4. **U.S. Fire Administration (USFA).** USFA provides training to firefighters and other first responders through the NFA in conjunction with the Preparedness, Training, and Exercises Directorate. The NFA offers courses pertaining to preparedness and response to terrorist events.

5. **Office of the Chief Information Officer (OCIO).** This Office focuses on strategic and external matters regarding information technology, including e-government, homeland security, and cyber security.

C. DEPARTMENT OF JUSTICE (DOJ)

Web site: **www.usdoj.gov**

Federal Bureau of Investigation. The FBI is the lead agency for crisis management and investigation of all terrorism-related matters, including incidents involving a WMD. Within FBI's role as LFA, the FBI Federal On-Scene Commander (OSC) coordinates the overall Federal response until the Attorney General transfers the LFA role to FEMA.

Web site: **www.fbi.gov**

1. **FBI Domestic Terrorism/Counterterrorism Planning Section (DTCTPS).** Within the FBI Counter Terrorism Division is a specialized section containing the Domestic Terrorism Operations Unit, the Weapons of Mass Destruction Operations Unit, the Weapons of Mass Destruction Countermeasures Unit, and the Special Event Management Unit. Each of these units has specific responsibilities in investigations of crimes or allegations of crimes committed by individuals or groups in violation of the Federal terrorism and/or Weapons of Mass Destruction statutes. The DTCTPS serves as the point of contact (POC) to the FBI field offices and command structure as well as other Federal agencies in incidences of terrorism, the use or suspected use of WMD and/or the evaluation of threat credibility. If the FBI's Strategic Information and Operations Center (SIOC) is operational for exercises or actual incidents, the DTCTPS will provide staff personnel to facilitate the operation of SIOC.

During an incident, the FBI DTCTPS will coordinate the determination of the composition of the Domestic Emergency Support Teams (DEST) and/or the Foreign Emergency Support Teams (FEST). All incidents wherein a WMD is used will be coordinated by the DTCTPS WMD Operations Unit.

2. **FBI Laboratory Division.** Within the FBI's Laboratory Division reside

numerous assets, which can deploy to provide assistance in a terrorism/WMD incident. The Hazardous Materials Response Unit (HMRU) personnel are highly trained and knowledgeable and are equipped to direct and assist in the collection of hazardous and/or toxic evidence in a contaminated environment. Similarly, the Evidence Response Team Unit (ERTU) is available to augment the local assets and have been trained in the collection of contaminated evidence. The Crisis Response Unit (CRU) is able to deploy to provide communications support to an incident. The Bomb Data Center (BDC) provides the baseline training to public safety bomb disposal technicians in the United States. BDC is the certification and accreditation authority for public safety agencies operating bomb squads and is in possession of equipment and staff that can be deployed to assist in the resolution of a crisis involving suspected or identified explosive devices. The Explosives Unit (EU) has experts who can assist in analyzing the construction of suspected or identified devices and recommend procedures to neutralize those items.

3.   **FBI Critical Incident Response Group (CIRG).** CIRG has developed assets that are designed to facilitate the resolution of crisis incidents of any type. Notably, the Crisis Management Unit (CMU), which conducts training and exercises for the FBI and has developed the concept of the Joint Operations Center (JOC), is available to provide on-scene assistance to the incident and integrate the concept of the JOC and the Incident Command System (ICS) to create efficient management of the situation. CIRG coordinates a highly trained group of skilled negotiators who are adroit in techniques to de-escalate volatile situations. The Hostage Rescue Team (HRT) is a tactical asset, trained to function in contaminated or toxic hazard environments, that is available to assist in the management of the incident.

Office for Domestic Preparedness (ODP). This office, within the Office of Justice Programs (OJP), has a State and Local Domestic Preparedness Technical Assistance Program that provides technical assistance in three areas: (1) general technical assistance; (2) State strategy technical assistance, and (3) equipment technical assistance. The purpose of this program is to provide direct assistance to State and local jurisdictions in enhancing their capacity and preparedness to respond to WMD terrorist incidents. The program goals are to:

•   Enhance the ability of State and local jurisdictions to develop, plan, and implement a program for WMD preparedness; and
•   Enhance the ability of State and local jurisdictions to sustain and maintain specialized equipment.

Technical assistance available from ODP is provided without charge to requesting State or local jurisdictions. The following organizations are eligible for the State and Local Domestic Preparedness Technical Assistance Program:

•   General technical assistance: units and agencies of State and local governments.
•   State strategy technical assistance: State administrative agencies, designated by the governor, under the Fiscal Year 1999 State Domestic Preparedness Equipment Program.
•   Equipment technical assistance: units and agencies of State and local governments that have received ODP funding to acquire specialized equipment.

Web site: **www.ojp.usdoj.gov/odp/**

1.	**General Technical Assistance.** ODP provides general overall assistance to State and local jurisdictions for preparedness to respond to WMD terrorist incidents. This technical assistance includes:
•	Assistance in developing and enhancing WMD response plans.
•	Assistance with exercise scenario development and evaluation.
•	Provision of WMD experts to facilitate jurisdictional working groups.
•	Provision of specialized training.

2.	**State Strategy Technical Assistance.** ODP provides assistance to States in meeting the needs assessment and comprehensive planning requirements under ODP's Fiscal Year 1999 State Domestic Preparedness Equipment Support Program. Specifically, ODP:

• Assists States in developing their three-year statewide domestic preparedness strategy.
Assists States in utilizing the assessment tools for completion of the required needs and threat assessments.

3.	**Equipment Technical Assistance.** ODP provides training by mobile training teams on the use and maintenance of specialized WMD response equipment under ODP's Domestic Preparedness Equipment Support Program. This assistance will be delivered on site in eligible jurisdictions. Specifically, ODP:
•	Provides training on using, sustaining, and maintaining specialized equipment.
•	Provides training to technicians on maintenance and calibration of test equipment.
•	Provides maintenance and/or calibration of equipment.
•	Assists in refurbishing used or damaged equipment.

D. DEPARTMENT OF DEFENSE (DoD)

Web site: **www.defenselink.mil**

In the event of a terrorist attack or act of nature on American soil resulting in the release of chemical, biological, radiological, nuclear material or high-yield explosive (CBRNE) devices, the local law enforcement, fire, and emergency medical personnel who are first to respond may become quickly overwhelmed by the magnitude of the attack. The Department of Defense (DoD) has many unique warfighting support capabilities, both technical and operational, that could be used in support of State and local authorities, if requested by FEMA to support and manage the consequences of such a domestic event.

Due to the increasing volatility of the threat and the time sensitivity associated with providing effective support to FEMA in domestic CBRNE incident, the Secretary of Defense appointed an Assistant to the Secretary of Defense for Civil Support (ATSD[CS]). The ATSD(CS) serves as the principal staff assistant and civilian advisor to the Secretary of Defense and Deputy Secretary of Defense for the oversight of policy, requirements, priorities, resources, and programs related to the DoD role in managing the consequences of a domestic incident involving the naturally occurring, accidental, or deliberate release of chemical, biological, radiological, nuclear material or high-yield explosives. When requested, the DoD will provide its unique and

extensive resources in accordance with the following principles. First, DoD will ensure an unequivocal chain of responsibility, authority, and accountability for its actions to ensure the American people that the military will follow the basic constructs of lawful action when an emergency occurs. Second, in the event of a catastrophic CBRNE event, DoD will always play a supporting role to the LFA in accordance with all applicable law and plans. Third, DoD support will emphasize its natural role, skills, and structures to mass mobilize and provide logistical support. Fourth, DoD will purchase equipment and provide support in areas that are largely related to its warfighting mission. Fifth, reserve component forces are DoD's [1]forward-deployed forces for domestic consequence management.

All official requests for DoD support to CBRNE consequence management (CM) incidents are made by the LFA to the Executive Secretary of the Department of Defense. While the LFA may submit the requests for DoD assistance through other DoD channels, immediately upon receipt, any request that comes to any DoD element shall be forwarded to the Executive Secretary. In each instance the Executive Secretary will take the necessary action so that the Deputy Secretary can determine whether the incident warrants special operational management. In such instances, upon issuance of Secretary of Defense guidance to the Chairman of the Joint Chiefs of Staff (CJCS), the Joint Staff will translate the Secretary's decisions into military orders for these CBRNE-CM events, under the policy oversight of the ATSD(CS). If the Deputy Secretary of Defense determines that DoD support for a particular CBRNE-CM incident does not require special consequence management procedures, the Secretary of the Army will exercise authority as the DoD Executive Agent through normal Director of Military Support, Military Support to Civil Authorities (MSCA) procedures, with policy oversight by the ATSD(CS).

As noted above, DoD assets are tailored primarily for the larger warfighting mission overseas. But in recognition of the unique challenges of responding to a domestic CBRNE incident, the Department established a standing Joint Task Force for Civil Support (JTFCS) headquarters at the United States Joint Forces Command, to plan for and integrate DoD's consequence management support to the LFA for events in the continental United States. The United States Pacific Command and United States Southern Command have parallel responsibilities for providing military assistance to civil authorities for States, territories, and possessions outside the continental United States. Specific units with skills applicable to a domestic consequence management role can be found in the Rapid Response Information System (RRIS) database maintained by FEMA. Capabilities include detection, decontamination, medical, and logistics.

Additionally, DoD has established 10 Weapons of Mass Destruction Civil Support Teams (WMD-CST), each composed of 22 well-trained and equipped full-time National Guard personnel. Upon Secretary of Defense certification, one WMD-CST will be stationed in each of the 10 FEMA regions around the country, ready to provide support when directed by their respective governors. Their mission is to deploy rapidly, assist local responders in determining the precise nature of an attack,

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[*] For facilities or materials regulated by the Nuclear Regulatory Commission (NRC), or by an NRC Agreement State, the technical response is led by NRC as the LFA (in accordance with the Federal Radiological Emergency Response Plan) and supported by DOE as needed.

provide expert technical advice, and help pave the way for the identification and arrival of follow-on military assets. By Congressional direction, DoD is in the process of establishing and training an additional 17 WMD-CSTs to support the U.S. population. Interstate agreements provide a process for the WMD-CST and other National Guard assets to be used by neighboring states. If national security requirements dictate, these units may be transferred to Federal service.

E.   DEPARTMENT OF ENERGY (DOE)

Through its Office of Emergency Response, the DOE manages radiological emergency response assets that support both crisis and consequence management response in the event of an incident involving a WMD. The DOE is prepared to respond immediately to any type of radiological accident or incident with its radiological emergency response assets.*

Through its Office of Nonproliferation and National Security, the DOE coordinates activities in nonproliferation, international nuclear safety, and communicated threat assessment. DOE maintains the following capabilities that support domestic terrorism preparedness and response.

Web site: **www.dp.doe.gov/emergencyresponse/**

1.   **Aerial Measuring System (AMS).** Radiological assistance operations may require the use of aerial monitoring to quickly determine the extent and degree of the dispersal of airborne or deposited radioactivity or the location of lost or diverted radioactive materials. The AMS is an aircraft-operated radiation detection system that uses fixed-wing aircraft and helicopters equipped with state-of-the-art technology instrumentation to track, monitor, and sample airborne radioactive plumes and/or detect and measure radioactive material deposited on the ground. The AMS capabilities reside at both Nellis Air Force Base near Las Vegas, Nevada, and Andrews Air Force Base near Washington, D.C. The fixed-wing aircraft provide a rapid assessment of the contaminated area, whereas the helicopters provide a slower, more detailed and accurate analysis of the contamination.

2.   **Atmospheric Release Advisory Capability (ARAC).** Radiological assistance operations may require the use of computer models to assist in estimating early phase radiological consequences of radioactive material accidentally released into the atmosphere. The ARAC is a computer-based atmospheric dispersion and deposition modeling capability operated by Lawrence Livermore National Laboratory (LLNL). The ARAC's role in an emergency begins when a nuclear, chemical, or other hazardous material is, or has the potential of being, released into the atmosphere. The ARAC's capability consists of meteorologists and other technical staff using three-dimensional computer models and real-time weather data to project the dispersion and deposition of radioactive material in the environment. The ARAC's computer output consists of graphical contour plots showing predicted estimates for instantaneous air and ground contamination levels, air immersion and ground-level exposure rates, and integrated effective dose equivalents for individuals or critical

populations. The plots can be overlaid on local maps to assist emergency response officials in deciding what protective actions are needed to effectively protect people and the environment. Protective actions could impact distribution of food and water sources and include sheltering and evacuating critical population groups. The ARAC's response time is typically 30 minutes to 2 hours after notification of an incident.

3. **Accident Response Group (ARG)**. ARG is DOE's primary emergency response capability for responding to emergencies involving United States nuclear weapons. The ARG, which is managed by the DOE Albuquerque Operations Office, is composed of a cadre of approximately 300 technical and scientific experts, including senior scientific advisors, weapons engineers and technicians, experts in nuclear safety and high-explosive safety, health physicists, radiation control technicians, industrial hygienists, physical scientists, packaging and transportation specialists, and other specialists from the DOE weapons complex. ARG members will deploy with highly specialized, state-of-the-art equipment for weapons recovery and monitoring operations. The ARG deploys on military or commercial aircraft using a time-phased approach. The ARG advance elements are ready to deploy within four hours of notification. ARG advance elements focus on initial assessment and provide preliminary advice to decision makers. When the follow-on elements arrive at the emergency scene, detailed health and safety evaluations and operations are performed and weapon recovery operations are initiated.

4. **Federal Radiological Monitoring and Assessment Center (FRMAC).** For major radiological emergencies impacting the United States, the DOE establishes a FRMAC. The center is the control point for all Federal assets involved in the monitoring and assessment of offsite radiological conditions. The FRMAC provides
support to the affected states, coordinates Federal offsite radiological environmental monitoring and assessment activities, maintains a technical liaison with Tribal nations and State and local governments, responds to the assessment needs of the LFA, and meets the statutory responsibilities of the participating Federal agency.

5. **Nuclear Emergency Search Team (NEST)**. NEST is DOE's program for dealing with the technical aspects of nuclear or radiological terrorism. A NEST consists of engineers, scientists, and other technical specialists from the DOE national laboratories and other contractors. NEST resources are configured to be quickly transported by military or commercial aircraft to worldwide locations and prepared to respond 24 hours a day using a phased and flexible approach to deploying personnel and equipment. The NEST is deployable within four hours of notification with specially trained teams and equipment to assist the FBI in handling nuclear or radiological threats. Response teams vary in size from a five person technical advisory team to a tailored deployment of dozens of searchers and scientists who can locate and then conduct or support technical operations on a suspected nuclear device. The NEST capabilities include intelligence, communications, search, assessment, access, diagnostics, render-safe operations, operations containment/damage mitigation, logistics, and health physics.

6. **Radiological Assistance Program (RAP)**. Under the RAP, the DOE provides, upon request, radiological assistance to DOE program elements, other Federal agencies, State, Tribal, and local governments, private groups, and individuals. RAP provides resources (trained personnel and equipment) to evaluate, assess, advise, and assist in the mitigation of actual or perceived radiation hazards and risks to workers, the public, and the environment. RAP is implemented on a

regional basis, with regional coordination between the emergency response elements of the States, Tribes, other Federal agencies, and DOE. Each RAP Region maintains a minimum of three RAP teams, which are comprised of DOE and DOE contractor personnel, to provide radiological assistance within their region of responsibility. RAP teams consist of volunteer members who perform radiological assistance duties as part of their formal employment or as part of the terms of the contract between their employer and DOE. A fully configured team consists of seven members, to include one Team Leader, one Team Captain, four health physics survey/support personnel, and one Public Information Officer. A RAP team may deploy with two or more members depending on the potential hazards, risks, or the emergency or incident scenario. Multiple RAP teams may also be deployed to an accident if warranted by the situation.

7. **Radiation Emergency Assistance Center/Training Site (REAC/TS).** The REAC/TS is managed by DOE's Oak Ridge Institute for Science and Education in Oak Ridge, Tennessee. The REAC/TS maintains a 24-hour response center staffed with personnel and equipment to support medical aspects of radiological emergencies. The staff consists of physicians, nurses, paramedics, and health physicists who provide medical consultation and advice and/or direct medical support at the accident scene. The REAC/TS capabilities include assessment and treatment of internal and external contamination, whole-body counting, radiation dose estimation, and medical and radiological triage.

8. **Communicated Threat Credibility Assessment.** DOE is the program manager for the Nuclear Assessment Program (NAP) at LLNL. The NAP is a DOE-funded asset specifically designed to provide technical, operational, and behavioral assessments of the credibility of communicated threats directed against the U.S. Government and its interests. The assessment process includes one-hour initial and four-hour final products which, when integrated by the FBI as part of its threat assessment process, can lead to a "go/no go" decision for response to a nuclear threat.

F. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)

The Department of Health and Human Services (HHS), as the lead Federal agency for Emergency Support Function (ESF) #8 (health and medical services), provides coordinated Federal assistance to supplement State and local resources in response to public health and medical care needs following a major disaster or emergency. Additionally, HHS provides support during developing or potential medical situations and has the responsibility for Federal support of food, drug, and sanitation issues. HHS operational support to FEMA may include mass immunization, mass prophylaxis, mass fatality management, pharmaceutical support operations (National Pharmaceutical Stockpile), contingency medical records, patient tracking, and patient evacuation and definitive medical care provided through the National Disaster Medical System. Resources are furnished when State and local resources are overwhelmed and public health and/or medical assistance is requested from the Federal government.

HHS, in its primary agency role for FRP ESF #8, coordinates the provision of Federal health and medical assistance to fulfill the requirements identified by the affected

State/local authorities having jurisdiction. Included in ESF #8 is overall public health response; triage, treatment, and transportation of victims of the disaster; and evacuation of patients out of the disaster area, as needed, into a network of Military Services, Veterans Affairs, and pre-enrolled non-Federal hospitals located in the major metropolitan areas of the United States. ESF #8 utilizes resources primarily available from (1) within HHS, (2) ESF #8 support agencies, (3) the National Disaster Medical System, and (4) specific non-Federal sources (major pharmaceutical suppliers, hospital supply vendors, international disaster response organizations, and international health organizations).

Under federal law, the Secretary of HHS has authority to regulate or prevent travel and shipments of goods between states in order to control the spread of communicable disease, including the authority to apprehend, detain, or conditionally release individuals with particular diseases. Within HHS, CDC has been delegated authority for interstate quarantine over persons, while FDA has regulatory authority over animals and other products that may transmit or spread communicable diseases.

Web site: **www.hhs.gov**

1. **Office of Emergency Preparedness (OEP).** OEP manages and coordinates Federal health, medical, and health-related social service response and recovery to Federally declared disasters under the Federal Response Plan. The major functions of OEP include:

a. Coordination and delivery of Department-wide emergency preparedness activities, including continuity of government, continuity of operations, and emergency assistance during disasters and other emergencies;
b. Coordination of the health and medical response of the Federal government, in support of [*]State and local governments, in the aftermath of terrorist acts involving WMD; and
c. Direction and maintenance of the medical response component of the National Disaster Medical System, including development and operational readiness capability of Disaster Medical Assistance Teams and other special teams that can be deployed as the primary medical response teams in case of disasters.

2. **Centers for Disease Control and Prevention (CDC).** CDC is the Federal agency responsible for protecting the public health of the country through prevention and control of diseases and for response to public health emergencies. CDC works with national and international agencies to eradicate or control communicable diseases and other preventable conditions. The CDC Bioterrorism Preparedness and Response Program oversees the agency's effort to prepare State and local governments to respond to acts of bioterrorism. In addition, CDC has designated emergency response personnel throughout the agency who are responsible for responding to biological, chemical, and radiological terrorism. CDC has epidemiologists trained to investigate and control outbreaks or illnesses, as well as laboratories capable of quantifying an individual's exposure to

biological or chemical agents. CDC maintains the National Pharmaceutical Stockpile to respond to terrorist incidents within the United States.

Web site: **www.cdc.gov**

3.   **National Disaster Medical System (NDMS).** NDMS is a cooperative asset-sharing partnership between HHS, DoD, the Department of Veterans Affairs (VA), FEMA, State and local governments, and the private sector. The System has three components: direct medical care, patient evacuation, and the non-Federal hospital bed system. NDMS was created as a nationwide medical response system to supplement State and local medical resources during disasters and emergencies, provide backup medical support to the military and VA health care systems during an overseas conventional conflict, and to promote development of community-based disaster medical service systems. This partnership includes DoD and VA Federal Coordinating Centers, which provide patient beds, as well as 1,990 civilian hospitals. NDMS is also comprised of over 7,000 private-sector medical and support personnel organized into many teams across the nation. These teams and other special medical teams are deployed to provide immediate medical attention to the sick and injured during disasters, when local emergency response systems become overloaded.

a.   **Disaster Medical Assistance Team (DMAT).** A DMAT is a group of professional and paraprofessional medical personnel (supported by a cadre of logistical and administrative staff) designed to provide emergency medical care during a disaster or other event. During a WMD incident, the DMAT provides clean area medical care in the form of medical triage and patient stabilization for transport to tertiary care.

b.   **National Medical Response Team–Weapons of Mass Destruction (NMRTWMD).** The NMRT-WMD is a specialized response force designed to provide medical care following a nuclear, biological, and/or chemical incident. This unit is capable of providing mass casualty decontamination, medical triage, and primary and secondary medical care to stabilize victims for transportation to tertiary care facilities in a hazardous material environment. There are four such teams geographically dispersed throughout the United States.

c.   **Disaster Mortuary Operational Response Team (DMORT).** The DMORT is a mobile team of mortuary care specialists who have the capability to respond to incidents involving fatalities from transportation accidents, natural disasters, and/or terrorist events. The team provides technical assistance and supports mortuary operations as needed for mass fatality incidents.

G.   ENVIRONMENTAL PROTECTION AGENCY (EPA)

EPA is chartered to respond to WMD releases under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) regardless of the cause of the release. EPA is authorized by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); the Oil Pollution Act; and the Emergency Planning and Community-Right-to Know Act to support Federal, State, and local responders in counterterrorism. EPA will provide support to the FBI during crisis management in response to a terrorist incident. In its crisis management role, the EPA On-Scene Commander (OSC) may provide the FBI Special Agent in Charge (SAC) with technical advice and recommendations, scientific and technical assessments, and assistance

(as needed) to State and local responders. The EPA OSC will support FEMA during consequence management for the incident. EPA carries out its response according to the FRP, ESF #10, Hazardous Materials. The OSC may request an Environmental Response Team that is funded by EPA if the terrorist incident exceeds available local and regional resources. EPA is the chair for the National Response Team (NRT).

The following EPA reference material and planning guidance is recommended for State, Tribal, and local planners:

• Thinking About Deliberate Releases: Steps Your Community Can Take, 1995 (EPA 550-F-95-001).
• Environmental Protection Agency's Role in Counterterrorism Activities, 1998 (EPA 550-F-98-014).
• Hazardous Materials Emergency Planning Guide (NRT-1), prepared by the National Response Team, available at http://www.nrt.org.
• LEPCs and Deliberate Releases: Addressing Terrorist Activities in the Local Emergency Plan, available at http://www.epa.gov/ceppo/factsheets/lepcct.pdf.

Web site: **www.epa.gov**

H.   DEPARTMENT OF AGRICULTURE

It is the policy of the U.S. Department of Agriculture (USDA) to be prepared to respond swiftly in the event of national security, natural disaster, technological, and other emergencies at the national, regional, State, and county levels to provide support and comfort to the people of the United States. USDA has a major role in ensuring the safety of food for all Americans. One concern is bioterrorism and its effect on agriculture in rural America, namely crops in the field, animals on the hoof, and food safety issues related to food in the food chain between the slaughterhouse and/or processing facilities and the consumer.

Web site: **www.usda.gov**

1.   **The Office of Crisis Planning and Management (OCPM).** This USDA office coordinates the emergency planning, preparedness, and crisis management functions and the suitability for employment investigations of the Department. It also maintains the USDA Continuity of Operations Plan (COOP).
2.   **USDA State Emergency Boards (SEBs).** The SEBs have responsibility for coordinating USDA emergency activities at the State level.
3.   **The Farm Service Agency.** This USDA agency develops and administers emergency plans and controls covering food processing, storage, and wholesale distribution; distribution and use of seed; and manufacture, distribution, and use of livestock and poultry feed.
4.   **The Food and Nutrition Service (FNS).** This USDA agency provides food assistance in officially designated disaster areas upon request by the designated State agency. Generally, the food assistance response from FNS includes authorization of Emergency Food Stamp Program benefits and use of USDA-donated foods for emergency mass feeding and household distribution, as necessary. FNS also

maintains a current inventory of USDA-donated food held in Federal, State, and commercial warehouses and provides leadership to the FRP under ESF #11, Food.

5. **Food Safety and Inspection Service.** This USDA agency inspects meat/meat products, poultry/poultry products, and egg products in slaughtering and processing plants; assists the Food and Drug Administration in the inspection of other food products; develops plans and procedures for radiological emergency response in accordance with the Federal Radiological Emergency Response Plan (FRERP); and provides support, as required, to the FRP at the national and regional levels.

6. **Natural Resources Conservation Service.** This USDA agency provides technical assistance to individuals, communities, and governments relating to proper use of land for agricultural production; provides assistance in determining the extent of damage to agricultural land and water; and provides support to the FRP under ESF #3, Public Works and Engineering.

7. **Agricultural Research Service (ARS).** This USDA agency develops and carries out all necessary research programs related to crop or livestock diseases; provides technical support for emergency programs and activities in the areas of planning, prevention, detection, treatment, and management of consequences; provides technical support for the development of guidance information on the effects of radiation, biological, and chemical agents on agriculture; develops and maintains a current inventory of ARS controlled laboratories that can be mobilized on short notice for emergency testing of food, feed, and water safety; and provides biological, chemical, and radiological safety support for USDA.

8. **Economic Research Service.** This USDA agency, in cooperation with other departmental agencies, analyzes the impacts of the emergency on the U.S. agricultural system, as well as on rural communities, as part of the process of developing strategies to respond to the effects of an emergency.

9. **Rural Business-Cooperative Service.** This USDA agency, in cooperation with other government agencies at all levels, promotes economic development in affected rural areas by developing strategies that respond to the conditions created by an emergency.

10. **Animal and Plant Health Inspection Service.** This USDA agency protects livestock, poultry, crops, biological resources, and products thereof, from diseases, pests, and hazardous agents (biological, chemical, and radiological); assesses the damage to agriculture of any such introduction; and coordinates the utilization and disposal of livestock and poultry exposed to hazardous agents.

11. **Cooperative State Research, Education and Extension Service (CSREES).** This USDA agency coordinates use of land-grant and other cooperating State College, and university services and other relevant research institutions in carrying out all responsibilities for emergency programs. CSREES administers information and education services covering (a) farmers, other rural residents, and the food and agricultural industries on emergency needs and conditions; (b) vulnerability of crops and livestock to the effects of hazardous agents (biological, chemical, and radiological); and (c) technology for emergency agricultural production. This agency maintains a close working relationship with the news media. CSREES will provide guidance on the most efficient procedures to assure continuity and restoration of an agricultural technical information system under emergency conditions.

12. **Rural Housing Service.** This USDA agency will assist the Department of Housing and Urban Development by providing living quarters in unoccupied rural

housing in an emergency situation.

13. **Rural Utilities Service.** This USDA agency will provide support to the FRP under ESF #12, Energy, at the national level.

14. **Office of Inspector General (OIG).** This USDA office is the Department's principal law enforcement component and liaison with the FBI. OIG, in concert with appropriate Federal, State, and local agencies, is prepared to investigate any terrorist attacks relating to the nation's agriculture sector, to identify subjects, interview witnesses, and secure evidence in preparation for Federal prosecution. As necessary, OIG will examine USDA programs regarding counterterrorism-related matters.

15. **Forest Service (FS).** This USDA agency will prevent and control fires in rural areas in cooperation with State, local, and Tribal governments, and appropriate Federal departments and agencies. They will determine and report requirements for equipment, personnel, fuels, chemicals, and other materials needed for carrying out assigned duties. The FS will furnish personnel and equipment for search and rescue work and other emergency measures in national forests and on other lands where a temporary lead role will reduce suffering or loss of life. The FS will provide leadership to the FRP under ESF #4, Firefighting, and support to the Emergency Support Functions, as required, at the national and regional levels. FS will allocate and assign radio frequencies for use by agencies and staff offices of USDA. FS will also operate emergency radio communications systems in support of local, regional, and national firefighting teams. Lastly, the FS law enforcement officers can serve as support to OIG in major investigations of acts of terrorism against agricultural lands and products.

I.   NUCLEAR REGULATORY COMMISSION

The Nuclear Regulatory Commission (NRC), in accordance with the Federal Radiological Emergency Response Plan, retains Federal lead responsibility for facilities or materials regulated by the NRC or by a NRC Agreement State. The NRC's counterterrorism-specific role, at these facilities or material sites, is to exercise the Federal lead for radiological safety while supporting other Federal, State and local agencies in Crisis and Consequence Management.

Web site: **www.nrc.gov**

1. **Radiological Safety Assessment.** The NRC will provide the facility (or for materials, the user) technical advice to ensure onsite measures are taken to mitigate offsite consequences. The NRC will serve as the primary Federal source of information regarding on-site radiological conditions and off-site radiological effects. The NRC will support the technical needs of other agencies by providing descriptions of devices or facilities containing radiological materials and assessing the safety impact of terrorist actions and of proposed tactical operations of any responders. Safety assessments will be coordinated through NRC liaison at the Domestic Emergency Support Team (DEST), Strategic Information and Operations Center (SIOC), Command Post (CP), and Joint Operations Center (JOC).

2. **Protective Action Recommendations.** The licensee and State have the primary responsibility for recommending and implementing, respectively, actions to protect the public. They will, if necessary, act, without prior consultation with Federal officials, to initiate protective actions for the public and responders. The NRC will

contact State and local authorities and offer advice and assistance on the technical assessment of the radiological hazard and, if requested, provide advice on protective actions for the public. The NRC will coordinate any recommendations for protective actions through NRC liaison at the CP or JOC.

3.   **Responder Radiation Protection.** The NRC will assess the potential radiological hazards to any responders and coordinate with the facility radiation protection staff to ensure that personnel responding to the scene are observing the appropriate precautions.

4.   **Information Coordination.** The NRC will supply other responders and government officials with timely information concerning the radiological aspects of the event. The NRC will liaison with the Joint Information Center to coordinate information concerning the Federal response.

J.   DEPARTMENT OF LABOR

1.   **Occupational Safety and Health Administration.** Under its mandate to help protect the safety and health of workers, the Occupational Safety and Health Administration (OSHA) can provide resources to help protect rescue and recovery workers following a terrorist attack. Activities include monitoring and sampling for hazards, analyzing the resulting air and bulk samples at OSHA's technical center, and disseminating sampling results; distributing respirators and conducting quantitative fit testing of negative pressure respirators; conducting assessments of the hazards and potential health and safety risks to workers involved in rescue and recovery at a terrorist attack site; distributing hard hats, safety glasses and goggles, gloves, and other personal protective equipment at the site of an explosive or incendiary attack; and inspecting cranes and riggings for hazards.

The Department of Labor can also fund training programs to help protect responders from biological or chemical hazards. Development of an anthrax/biohazard cleanup training program that utilizes OSHA and union expertise has been funded in the wake of the anthrax attacks in the autumn of 2001.

TAB D

HOTLINES AND ONLINE RESOURCES

Note: The Internet sites listed here are current as of January 2002. Users of this Tab should be aware that the Internet is a changing environment. New sites are added frequently. Sites also may be relocated or discontinued. Updated information on on-line resources will be provided through the FEMA web site, http://www.fema.gov.

A. TELEPHONE HOTLINES

National Response Center Hotline (800-424-8802) A service that receives reports of oil, chemical, biological, and radiological releases and actual or potential domestic terrorism; provides technical assistance to emergency responders; and connects callers with appropriate Federal resources. The hotline operates 24 hours a day, 365 days a year.

Nuclear Regulatory Commission Operations Center (301-816-5100, collect calls accepted) Accepts reports of accidents involving radiological materials.

B. INTERNET REFERENCE ADDRESSES

Army Training Support Center (http://www.atsc.army.mil) provides a digital library with approved training and doctrine information. Files include Field Manuals, Mission Training Plans, Soldier Training Pubs, and more.

Centers for Disease Control and Prevention (CDC) (http://www.bt.cdc.gov) Information regarding infectious diseases.

CBIAC: Chemical and Biological Defense Information and Analysis Center (http://www.cbiac. apgea.army.mil/) Collects, reviews, analyzes, and summarizes chemical warfare/contraband detection (CW/CBD) information.

Chemical and Biological Warfare – Health and Safety (http://www.ntis.gov/products/ health.html) Department of Commerce National Technical Information Service (NTIS) site has references for chemical and biological agents, detoxification, decontamination, immunizations, etc.

Chemical Emergency Preparedness and Prevention Office (CEPPO) (http://www.epa. gov/ceppo/) Information on the CEPPO office, upcoming events, publications, legislation and regulations, and links to outside resources. Also contains information on accident prevention and risk management planning.
Chemical Transportation Emergency Center (CHEMTREC) (http://www.cmahq.com). Source of technical assistance from chemical product safety specialists, emergency

response coordinators, toxicologists and other hazardous materials (HazMat) specialists.

FEMA – Bio, Toxic Agents, and Epidemic Hazards Reference (www.fema.gov/emi/edu/ biblo13.html) Emergency management-related bibliography on biological, toxic agents, and epidemic hazards.

FEMA – Emergency Management – Related Bibliography (http://www.fema.gov/emi/edu/ biblo12.htm) Currently 35 links to various emergency management-related bibliographies. At least 10 of these relate to WMD.

FEMA – Rapid Response Information System (http://www.fema.gov/rris/index.htm) Extensive centralized database that can be used as a reference guide training aid, and overall planning and training resource for response to a chemical, biological, or nuclear terrorism incident. Comprised of seven databases, consisting of chemical and biological agents' and radiological materials' characteristics, first aid measures, Federal response capabilities, training course information, and other Federal information sources concerning potential weapons of mass destruction.

Federal Radiological Emergency Response Plan (available from the National Archives and Records Administration: http://www.access.gpo.gov/su_docs/aces/aces140.html; select 1996 Federal Register, Vol. 61, Notices, May 08, 1996; search on "Radiological Emergency Response")

Office of Homeland Security (http://www.whitehouse.gov/homeland/) provides latest homeland security developments.

Soldier and Biological Chemical Command (SBCCOM) (http://www.apgea.army.mil) Information on chemical/biological defense equipment and chemical agents.
(1) *Planning Guidance for The Chemical Stockpile Emergency Preparedness Program* (at www.apgea.army.mil/biblio/planning/CSEPP_Planning_Guidance.pdf) contains information concerning planning regarding response to releases of chemical agents.
(2) Selecting "Homeland Defense" provides links to WMD responder training courses.
(3) This site also provides the *CSEPP Memorandum of Agreement and Memorandum of Understanding (MOA/MOU) Guide*, published jointly by FEMA and SBCCOM in May 1999 (http://csepp.apgea.army.mil/biblio/).

U.S. Army Center for Health Promotion and Preventive Medicine (CHPPM) (http://chppm-www.apgea.army.mil) Home Page providing links especially requests for CHPPM services. Links connect to Directorates of Environmental Health Engineering, Health Promotion and Wellness, Laboratory Sciences, Occupational Health, and Toxicology.
U.S. Army Medical Research and Development (R&D) Command (http://MRMC-www.army.mil) Links include military infectious disease, chemical and biological links, scientific and technical reports, and Web site links.
U.S. Army Medical Research Institute of Chemical Defense (http://chemdef.apgea.army.mil/) Provides data links to open literature for medical management of chemical casualties and assay techniques for chemical agents.
U.S. Army Medical Research Institute of Infectious Diseases (http://www.usamriid.army.mil) Provides links to Medical Command (MEDCOM), Ebola site, outbreak reporting site, CDC,

Defense Technical Information Center (DTIC), U.S. Army, and more.

C.   CROSS-REFERENCE WEB SITES

1.   **Federal Departments/Agencies**

a.   **Environmental Protection Agency (EPA)**
(1)   EPA's Chemical Emergency and Prevention Office (CEPPO). CEPPO provides leadership, advocacy, and assistance to prevent and prepare for chemical emergencies, respond to environmental crises, and inform the public about chemical hazards in their community. ***http://www.epa.gov/ ceppo/***
(2)   EPA's Environmental Response Team (ERT). The ERT is a group of skilled experts in environmental emergencies who provide on-scene assistance on a "round-the-clock" basis to deal with environmental disasters. ***http://www.ert.org/***
(3)   EPA's Role in Counterterrorism. This Web site describes EPA's counterterrorism efforts and shares relevant counterterrorism information and resources.
http://www.epa.gov/ceppo/cntr-ter.html
b.   **Department of Defense (DoD)**
(1)   DoD's Chemical and Biological Defense Information Analysis Center. This Web site is DoD's focal point for chemical and biological warfare information.
http://www.cbiac.apgea.army.mil/
(2)   DoD's Counterproliferation: Chem. Bio Defense. This is a DoD "webnetwork" on nuclear, biological, and chemical (NBC) defense.
http://www.acq.osd.mil/cp/

(3)   DoD's Hazardous Technical Information Services (HTIS). HTIS is a service of the Defense Logistics Agency, located in Richmond, Virginia.
http://www.dscr.dla.mil/htis/htis.htm
(4)   DoD's Medical (Army Surgeon General). This Web site contains extensive medical documents, training materials, audiovisual clips, a search engine, and links to other sites. ***http://www.nbc-med.org***

c.   **Department of Justice (DOJ)**

(1)   Federal Bureau of Investigation (FBI)

(a)   Awareness of National Security Issues and Response Program (ANSIR). The ANSIR is the "public voice" of the FBI for espionage, cyber and physical infrastructure protection.
http://www.fbi.gov/hq/nsd/ansir/ansir.htm

(b) National Domestic Preparedness Office (NDPO). The NDPO Web site provides a location for information regarding the available Federal training and programs intended to enhance the capabilities of the public safety community in dealing with weapons of mass destruction (WMD). The NDPO mission, members, services, newsletter, and recommended links are contained on this site.
http://www.ndpo.gov

(2)   Office for Domestic Preparedness (ODP). ODP provides technical assistance to States and local jurisdictions to enhance their ability to develop, plan, and implement a program for WMD preparedness.
http://www.ojp.usdoj.gov/odp/

d.   **Federal Emergency Management Agency (FEMA)**

(1)   Backgrounder: Terrorism. This FEMA Web site provides basic background information on terrorism-related issues.
http://www.fema.gov/library/terror.htm
(2)   Terrorism Annex to the Federal Response Plan. The site includes the full text of the Annex in PDF format that can be downloaded and reproduced.
http://www.fema.gov/r-n-r/frp/frpterr.pdf

(3)   United States Government Interagency Domestic Terrorism Concept of Operations Plan. The link provides the full text of the plan, which is designed to provide information to Federal, State, and local agencies on how the Federal government will respond to potential or actual terrorism threats. The document is in PDF format and can be downloaded and reproduced. *http://www.fema.gov/r-n-r/conplan/*
(4)   Contingency and Consequence Management Planning for Year 2000 Conversion: A Guide for State and Local Emergency Managers. This document contains guidance relevant to developing contingency and consequence management plans for cyber terrorism, e.g., for handling interruptions and restoring critical services.
http://www.fema.gov/y2k/ccmp.htm

FEMA's Rapid Response Information System (RRIS). This Web site provides descriptions and links to eight major chemical and biological agent resources.
http://www.fema.gov/rris/reflib2.htm#chembio

(5)   National Fire Academy. The National Fire Academy homepage provides links to the course catalog and to specific courses and job aids relating to terrorism preparedness.
http://www.usfa.fema.gov/nfa/
(6)   FEMA's Emergency Response to Terrorism Self-Study Course. This Web site provides a link to a self-study course designed to provide basic awareness training to prepare first responders to respond safely and effectively to incidents of terrorism.
http://www.usfa.fema.gov/nfa/tr_ertss1.htm
(7)   FEMA Emergency Management Institute. This institute offers a range of courses on managing the emergency consequences of terrorism.
http://www.fema.gov/emi.

e.   **Department of Health and Human Services**

(1)   Office of Emergency Preparedness / National Disaster Medical System – The website provides information on current and previous disaster responses, counter terrorism programs and links to other Federal sites.
http://www.oep-ndms.dhhs.gov

(2)   Centers for Disease Control and Prevention (CDC), Bioterrorism

Preparedness and Response Program – The website provides information on bioterrorism preparedness issues, response planning and recent publications related to bioterrorism. ***http://www.bt.cdc.gov***

CDC also provides helpful (though not comprehensive) lists of chemical and biological agents that might be used by terrorists. These lists are included in "Biological and Chemical Terrorism: Strategic Plan for Preparedness and Response," in CDC's *Morbidity and Mortality Weekly Report*, April 21, 2000 (Vol. 49, No. RR-4).
http://www.cdc.gov/mmwr/mmwr_rr.html

CDC's National Institute for Occupational Safety and Health (NIOSH) Web site contains information to help protect the safety and health of emergency responders, such as guidance for supervisors at disaster rescue sites.
http://www.cdc.gov/niosh/emres01.html

(4)   Metropolitan Medical Response System (MMRS) – Although the MMRS program is locally controlled, this website provides information which will assist any local, State or Federal planner or responder working with domestic preparedness issues.
http://www.mmrs.hhs.gov

(5)   National Library of Medicine. The MEDLINEplus system contains links to various Web sites addressing chemical and biological weapons.
http://www.nlm.nih.gov/medlineplus/biologicalandchemicalweapons.html

2.   **Other Resources**

a.   Critical Infrastructure Assurance Office. This Web site provides information on the Administration's current initiatives in critical infrastructure protection.
http://www.ciao.gov

b.   DOE Office of Civilian Radiation Waste Management. This Web site provides a range of radiation-related information. ***http://www.rw.doe.gov/***
c.   U.S. Department of Energy (DOE) and International Association of Fire Fighters (IAFF). This Web site presents a course developed by IAFF for DOE, called Training for Radiation Emergencies. It is intended for emergency responders who may be called upon to response to radiological transportation incidents. ***http://tis.eh.doe.gov/fire/fro/fro.html***
d.   National Response Team (NRT). The NRT Web site contains information about standing NRT committees, the Regional Response Teams (RRTs), upcoming events, and NRT publications. ***http://www.nrt.org/***
e.   Organization for the Prohibition of Chemical Weapons (OPCW). The OPCW was created by Article VIII of the Chemical Weapons Convention to achieve the object and purpose of the Convention. Fact-finding files contain information on chemical warfare agents, protection against chemical weapons, and chemical accidents.
http://www.opcw.nl/chemhaz.
f.   U.S. Department of Agriculture. This Web site on biosecurity contains information about animal diseases that might be spread by terrorists and biosecurity measures that can be taken.
http://www.usda.gov/biosecurity/materials.html

TAB E

WMD INCIDENT INDICATIONS AND FIRST RESPONDER CONCERNS

NOTE: Extensive additional information on weapons of mass destruction (WMD) hazards and response, including information addressing first responder concerns, is available from various commercial publishers.

A.   BIOLOGICAL

1.   **Indications.** Indicators that a WMD incident involving biological agents has taken place may take days or weeks to manifest themselves, depending on the biological toxin or pathogen involved. The Centers for Disease Control and Prevention (CDC) recently developed the following list of epidemiologic clues that may signal a bioterrorist event:

a.   Large number of ill persons with a similar disease or syndrome.
b.   Large numbers of unexplained disease, syndrome, or deaths.
c.   Unusual illness in a population or workplace.
d.   Higher morbidity and mortality than expected with a common disease or syndrome.
e.   Failure of a common disease to respond to usual therapy.
f.   Single case of disease caused by an uncommon agent.
g.   Multiple unusual or unexplained disease entities coexisting in the same patient without other explanation.
h.   Disease with an unusual geographic or seasonal distribution.
i.   Multiple atypical presentations of disease agents.
j.   Similar genetic type among agents isolated from temporally or spatially distinct sources.
k.   Unusual, atypical, genetically engineered, or antiquated strain of agent.
l.   Endemic disease with unexplained increase in incidence.
m.   Simultaneous clusters of similar illness in noncontiguous areas, domestic or foreign.
n.   Atypical aerosol, food, water, or powder transmission.
o.   Ill people presenting near the same time.
p.   Deaths or illness among animals that precedes or accompanies illness or death in humans.
q.   No illness in people not exposed to common ventilation systems, but illness among those people in proximity to the systems.

2.   **First Responder Concerns**

a.   The most practical method of initiating widespread infection using biological agents is through aerosolization, where fine particles are sprayed over or upwind of a target where the particles may be inhaled. An aerosol may be effective for some time after delivery, since it will be deposited on clothing, equipment, and soil. When the clothing is used later, or dust is stirred up, responding personnel may be subject to "secondary" contamination.

b.   Biological agents may be able to use portals of entry into the body other than the respiratory tract. Individuals may be infected by ingestion of contaminated food and water, or even by direct contact with the skin or mucous membranes through abraded or broken skin. Use protective clothing or commercially available Level C clothing. Protect the respiratory tract through the use of a mask with biological high-efficiency particulate air (HEPA) filters.

c.   Exposure to biological agents, as noted above, may not be immediately apparent. Casualties may occur minutes, hours, days, or weeks after an exposure has occurred. The time required before signs and symptoms are observed is dependent on the agent used. While symptoms will be evident, often the first confirmation will come from blood tests or by other diagnostic means used by medical personnel.

B.   CHEMICAL

1.   **Indications.** The following may indicate a potential chemical WMD has been released. There may be one or more of these indicators present.

a.   An unusually large or noticeable number of sick or dead wildlife. These may range from pigeons in parks to rodents near trash containers.

b.   Lack of insect life. Shorelines, puddles, and any standing water should be checked for the presence of dead insects.

c.   Considerable number of persons experiencing water-like blisters, weals (like bee-stings), and/or rashes.

d.   Numbers of individuals exhibiting serious heath problems, ranging from nausea, excessive secretions (saliva, diarrhea, vomiting), disorientation, and difficulty breathing to convulsions and death.

e.   Discernible pattern to the casualties. This may be "aligned" with the wind direction or related to where the weapon was released (indoors/outdoors).

f.   Presence of unusual liquid droplets, e.g., surfaces exhibit oily droplets or film or water surfaces have an oily film (with no recent rain).

g.   Unscheduled spraying or unusual application of spray.

h.   Abandoned spray devices, such as chemical sprayers used by landscaping crews.

i.   Presence of unexplained or unusual odors (where that particular scent or smell is not normally noted).

j.   Presence of low-lying clouds or fog-like condition not compatible with the weather.

k.   Presence of unusual metal debris—unexplained bomb/munitions material, particularly if it contains a liquid.

l.   Explosions that disperse or dispense liquids, mists, vapors, or gas.

m.   Explosions that seem to destroy only a package or bomb device.

n.   Civilian panic in potential high-profile target areas (e.g., government buildings, mass transit systems, sports arenas, etc.).

o.   Mass casualties without obvious trauma.

2.   **First Responder Concerns.** The first concern must be to recognize a chemical event and protect the first responders. Unless first responders recognize the danger, they will very possibly become casualties in a chemical environment. It may not be possible to determine from the symptoms experienced by affected personnel which chemical agent has been used. Chemical agents may be combined and therefore recognition of agents

involved becomes more difficult.

C.   NUCLEAR/RADIOLOGICAL

1.   **Indications.** Radiation is an invisible hazard. There are no initial characteristics or properties of radiation itself that are noticeable. Unless the nuclear/radiological material is marked to identify it as such, it may be some time before the hazard has been identified as radiological.

2.   **First Responder Concerns.** While there is no single piece of equipment that is capable of detecting all forms of radiation, there are several different detectors for each type of radiation. Availability of this equipment, in addition to protective clothing and respiratory equipment, is of great concern to first responders.

D.   EXPLOSIVE/INCENDIARY

 Indications. Explosions and fires are readily seen and heard

2.   **First Responder Concerns.**

a.   Emergency response units tend to be thin at the leadership level. Commanders may be tempted to leave their command posts to participate directly in lifesaving activities that should be performed by their staffs. Commanders should show discipline, not put themselves at undue risk, and continue to lead the response until relieved.

b.   Explosions and incendiary devices can cause fires. Thus one concern of first responders is to extinguish fires and rescue persons endangered by fire without putting themselves at undue risk Fires may initiate secondary explosions, which may put secondary responders at risk of harm from blast.

c.   The incendiary terrorist attack on the World Trade Center (WTC) demonstrated that intense heat can cause skyscrapers to collapse. First responders can be harmed by the collapsing structure or by the consequential spread of debris.

d.   In the incendiary attack on the World Trade Center a 42-story building (WTC Building 7) collapsed although it was not directly struck by an airplane. Some engineers believe that falling debris from the buildings struck caused ignition of tank of diesel fuel (for emergency generators) that was a factor in the collapse.[1] Such diesel generators are common sources of emergency power and in large buildings may require tanks with tens of thousands of gallons of diesel fuel. First responders should be cognizant of possible collapse of adjacent buildings in defining the area of risk and in locating incident command posts.

e.   Terrorist attacks employing explosives, especially those involving suicide bombers and car bombs may include secondary devices targeted against responders.

e.   A number of first responders to the attack on the World Trade Center became ill from inhalation of health endangering particulates and aerosols. Sampling by the Occupational Health and Safety Administration (OSHA) found some samples of respirable silica to be above OSHA limit and instances of overexposure to copper, iron oxide, lead, and cadmium[2]. First responders should be concerned about being equipped with appropriate personnel protective equipment (PPE) including respirators.

TAB F

POTENTIAL AREAS OF VULNERABILITY

Areas at risk may be determined by several points: population, accessibility, criticality (to everyday life), economic impact, and symbolic value. The identification of such vulnerable areas should be coordinated with the Federal Bureau of Investigation (FBI).

Traffic	Determine which roads/tunnels/bridges carry large volumes of traffic.
	Identify points of congestion that could impede response or place citizens in a vulnerable area.
	Note time of day and day of week this activity occurs.
Trucking and Transport Activity	Note location of hazardous materials (HazMat) cargo loading/unloading facilities.
	Note vulnerable areas such as weigh stations and rest areas this cargo may transit.
Waterways	Map pipelines and process/treatment facilities (in addition to dams already mentioned).
	Note berths and ports for cruise ships, roll-on/roll-off cargo vessels, and container ships.
	Note any international (foreign) flagged vessels (and cargo they carry) that conduct business in the area. **NOTE:** The Harbor and Port Authorities, normally involved in emergency planning, should be able to facilitate obtaining information on the type of vessels and the containers they carry.
Airports	Note information on carriers, flight paths, airport layout, and types of aircraft that use the facility.
	Annotate location of air traffic control (ATC) tower, runways, passenger terminal, and parking areas.

Trains/Subways	Note location of rails and lines, interchanges, terminals, tunnels, and cargo/passenger terminals. Note any HazMat material that may be transported via rail. Note location of subway stations and ventilation control systems.
Government Facilities	Note location of Federal/State/local government offices. Include locations of post office, law enforcement stations, fire/rescue, town/city hall, and local mayor/governor's residences. Note judicial offices and courts as well. Note locations of monuments memorial structures and prominent governmental symbols.
Recreation Facilities	Map sports arenas, theaters, malls, special interest group facilities, and locations of special events.
Symbolic Buildings and Locations	Note national monuments, internationally well known facilities and locations, etc. Note potential areas of congestion connected with such buildings and locations.
Other Facilities	Map location of financial institutions and the business district. Make any notes on the schedule business/financial district may follow. Determine whether shopping centers or heavily populated downtown areas are congested at certain periods. Note location of special event facilities that may have national importance. Note location of prominent high-rise buildings.
Military Installations	Note location and type of military installations.

HazMat Facilities, Utilities, and Nuclear Facilities	Map location of these facilities (such as electricity generating stations, oil refineries, spent nuclear fuel storage facilities).
Water Supply Facilities	Note the locations of water supply intakes from lakes or rivers. Note the locations of water supply pipelines and holding areas such as reservoirs and tanks. Note the locations of water supply treatment plants.
Food and Agriculture	Note the locations of key agricultural facilities such as large grain elevators and livestock concentrations. Note the locations of food processing and packing facilities.
Computer Systems	Identify governmental and business-related computer systems located within the jurisdiction and ascertain their level of protection against terrorist cyber-attack.
NOTE: Security and emergency personnel representing all of the above facilities should work closely with local and State personnel for planning and response.	

TAB G

EMERGENCY PUBLIC INFORMATION

A. PRIMARY PLANNING CONSIDERATIONS

The accurate and timely dissemination of critical information to the public in the aftermath of a weapons of mass destruction (WMD) on other terrorist incident is an integral element of the emergency response. Emergency information operations must be initiated immediately following a terrorism attack and continued until external information needs are fully satisfied. Official information disseminated in the response phase will support and enhance alert and notification messages, such as those provided on the Emergency Alert System (EAS). As the operation shifts into the longer term, information will play an important role in facilitating recovery.

While providing the community with information is paramount, careful consideration must be given to developing and implementing a strategic media-relations plan. This is because it is through the news media — local, state, regional, national, and international — that most communications will take place. Moreover, a terrorist event immediately becomes the focus of national and international news media. Within hours of a major terrorist event, hundreds of reporters with satellite trucks, camera equipment and staff will descend on the affected community.

Following a terrorism event, the news media can be counted on to provide official announcements as well as other information developed through independent reporting. The public looks to the news media – newspapers, radio, television and the Internet -- as its primary source of information. The specific informational focus of each media outlet depends largely on its audience, with local media providing the most detailed coverage and national and international media looking at broader story elements. Even with these different levels of focus, today's media environment, with its portable satellite technology and never-ending news cycle, creates a situation in which there is no such thing as strictly local news in a terrorism situation.

Research and case studies show that accurate, consistent, and expedited information in crisis situations calms anxieties and reduces problematic public responses, such as fear, panic, spontaneous evacuation, and antisocial behavior. Lack of information — or a bombardment of conflicting information from numerous sources — may endanger public health and safety and encourage some members of the public to act in ways that cause additional problems for responders. The regular dissemination of official information that is useful, consistent, and easy to understand contributes to the overall well being of the community. Establishment and maintenance of a strong working relationship with the news media will have positive impacts across the emergency response.

Given the many demands that occur in the immediate aftermath of an emergency event, there is little time to develop a detailed, post-incident public information

program. As with each operational aspect of the response, effective emergency information following a terrorism attack requires careful planning and considerable advance preparation.

Depending upon the nature and location of the WMD incident, local officials, with rapid support from the State, will have initial responsibility for ensuring that the news media and public are provided with accurate, timely, and pertinent information. This information may address topics such as evacuation and sheltering-in-place, road closures, areas to avoid, bulletins to "stay off the phones" and "be on the lookout," bulletins, and other information to protect life and property and assist first responders.

Planning and preparedness considerations are addressed in the following sections.

1. **Joint Information System**
•   The mission of the Joint Information System (JIS) is to provide a mechanism for disseminating uniform, coordinated, and consistent information from government officials and first responders to the news media and the public.
•   In establishing a JIS, the first step is development of a comprehensive information exchange list. The list should identify each agency, office, and organization that may be part of the emergency response network and note their respective responsibilities, including the type of information each would be responsible for or able to provide. The exchange list also should establish specific means for exchanging information among the participants.
•   Volunteer agencies (such as the American Red Cross), utilities, hospitals, and political offices should be included in the list.
•   The list should include established points of contact and multiple means of communication (e.g., phone, pager, cell, fax). In this planning stage, it should be determined whether the JIS member will assign a spokesperson or other staff to a media center, if established.
•   Wherever possible, written procedures should be developed, such as memoranda of agreement or understanding, that detail how information will be exchanged and coordinated within the JIS and with external audiences. It is helpful for agency points of contact to meet frequently and work together, even in emergency situations that require limited JIS participation.
2. **Joint Information Center**
•   A Joint Information Center (JIC) is the focal point of Federal, State, and local response information functions. An effective JIC will coordinate, gather, produce, and disseminate information by using all available and appropriate means. In addition, the JIC will monitor and analyze news media coverage of the emergency, with a rapid response team addressing identified gaps in information,
Misinformation, or unconfirmed information (i.e., rumors or speculation) that may detrimentally affect the response and recovery effort.
•   A JIC should have pre-established standard operating procedures, organizational structure, position descriptions, and memoranda of agreement or understanding that guide JIS member participation.
•   In a terrorism situation, the Federal Bureau of Investigation (FBI) and FEMA may establish one or more JICs that will include state and local representatives, though this may take at least several hours.
•   Local authorities should plan to establish their own on-site JIC or media center to

address the immediate information needs of the news media and public. This will ensure that the public and media will get crucial official information in the early stages of the emergency when EOCs and Incident Command structure are taxed with other operational aspects of the response.

• As state and federal responders arrive on the scene, coordination and integration of JIC functions and related emergency public information efforts will occur.

3. News Media Relations

• The primary objective of emergency information staff working with the media should be to establish lines of communication to official, credible sources of information and inform the media where they can get this information.

• It is important that media representatives know where to find accurate and timely information about the consequences of the terrorist event and the steps people can take to maximize their safety and move through the recovery process.

• It is equally important that the media recognize where they can quickly obtain official verification of information from other sources to minimize dissemination of misinformation, rumors, and speculation to the public. During a response, the news media will gather information, conduct interviews, and offer perspectives and analyses of the situation from many sources and locations in their pursuit of the emergency story.

• Media monitoring and analysis aids the overall response by:

– Providing early warning of incorrect information, gaps in information, and potential problem areas.

– Stopping the spread of rumors that can cause people to take actions that can be harmful to their recovery.

– Providing information to decision-makers that can be useful in developing operational plans and strategies.

• Establishing a strong working relationship with the news media prior to an event makes it more likely that the public will get accurate, understandable, and meaningful emergency information when they need it.

– News media outlets must have confidence that government representatives will be immediately available to explain complex issues, share important public safety messages, and provide a continuing flow of information throughout the emergency.

• Coordination and information sharing among JIS members and with the JIC (or JICs) assure consistency of official information, enhance credibility of government response efforts, and encourage public understanding and support.

• Media relations activities should use all appropriate tools (e.g., news releases, briefings, press conferences), to provide clear and focused information.

• Contacts with local, state, and regional news media contacts should be established and maintained — through editorial boards and regular interactions with reporters, editors, news directors, and producers — during nonresponse periods.

• The JIS/JIC concept should be explained to news media representatives, and contact information exchanged during the planning phase. Plans for dissemination of emergency information should be put in place with area media before an event. For example:

– Wire services, such as the Associated Press, can provide official information to all news media outlets in the event that problems with power sources or Web sites prevent the use of normal tools for emergency disseminations.

– Local newspapers can be helpful in distributing inserts with preparedness, response,

and recovery information.

–   Local radio stations can help to repeat pre-scripted public service announcements.

4. Training and Exercises

•   In preparing for a WMD incident, identified JIS members should train and exercise extensively, including cross training in the specific JIC functions. (See first bullet under Joint Information Center.) Exercises provide an opportunity to test-run the JIS/JIC structure.

•   JICs should be activated in nonterrorism emergencies whenever possible.

–   This helps ensure that the JIS/JIC structure, even in limited responses, becomes a familiar tool. Since the Incident Command and other emergency response staff will be the primary sources of official information, it is critical that they understand and support the JIS/JIC mission.

–   It familiarizes Incident Command and other emergency response organization staff with the role and benefits of the JIS/JIC and hones staff skills.

–   It enables officials to identify and address glitches in JIS/JIC procedures and protocols.

5. Surge Situations

•   Planning should address situations where staffing, facilities, equipment, and other resources may be inadequate to meet the needs of the news media or public.

–   For example, if more media show up for a news conference than the room can accommodate, the news conference should be moved to a larger room or taken outside.

–   In assessing the sound and other staging requirements of the news media for news conferences and briefings, the media's own equipment (e.g., sound, lighting, recording, and communications equipment) needs to be considered.

•   In the event of surges in calls from the news media or public, emergency information staff should be prepared to augment personnel and equipment quickly.

–   Discussions with local telephone and cellular phone companies during nonresponse periods may yield creative solutions.

•   During surge situations, private-sector public information officers should be considered as standby resources for staffing news media inquiry lines, and crisis line staff should be considered for staffing public inquiry lines. They should be trained in emergency information concepts and JIC functions and procedures to enhance their existing experience and skills.

6. Flexibility

•   In preparing for a major terrorism event, a strong element of flexibility in the public information program should be maintained so that unexpected issues can be quickly and effectively addressed.

•   Communications may fail, facilities may be inaccessible, and staff may be unavailable or unable to reach the JIC. Planning should include contingencies for all such possibilities.

7. Public Education

•   Maintain an ongoing public education program to build public confidence in response organizations and encourage positive public reaction during a WMD emergency.

•   Build WMD public education programs on existing education programs for other types of emergencies, such as tornadoes and hazardous materials accidents. Work with Local Emergency Planning Committees and State Emergency Response Commission(s).

•   Take advantage of existing public outreach materials (including those of other communities, states, and programs) and emergency preparedness information on Web sites, (e.g., http://www.fema.gov) that can be adapted for terrorism situations.

• Make the public aware of emergency plans and procedures (including protective actions) that will or may be employed to protect public health, safety, and property in a terrorism situation.
– Use fairs, libraries, speaking opportunities before civic and business groups, public service announcements, media campaigns, community-specific events, calendars, telephone books, school newsletters, mailings, etc., to get information and material to the public.
• Enlist the help of the media and community, business, and religious organizations to raise awareness about what individuals, families, and business owners and managers can do now to prepare for emergencies.
– For example, promote information about preparation of family and business emergency kits (for evacuation and shelter-in-place), the broadcast stations that will transmit Emergency Alert System messages, evacuation routes, and mass care facilities that would be set up to help people who are displaced or evacuated.
• Pay particular attention to public outreach efforts related to protecting school children, so that parents and guardians won't immediately crowd the roads and hamper responders in their rush to collect children at schools.
• Identify other target audiences such as non-English-speaking populations; pet owners; residents and families of those in special facilities (e.g., nursing homes, jails); residents and staff of colleges and universities; employees and visitors of shopping malls, large industrial complexes or businesses, and entertainment and sports facilities who may need tailored information.

B. OTHER PLANNING CONSIDERATIONS

Because of the high visibility and the large influx of media, the planning should include consideration of the following contingencies.

• Designated media areas
– Where would you locate 100 or more satellite trucks?
– What about security for media areas?
– Where will you conduct news conferences and media briefings?
• Media access
– Will you need a system for credentialing members of the media?
– What about access to crime scenes or work areas?
– How will you handle media pools?

Providing answers to some of these questions will require close coordination with emergency managers and municipal and law enforcement officials.

TAB H

AGREEMENTS BETWEEN ORGANIZATIONS TO ENHANCE PREPAREDNESS FOR TERRORISM INCIDENTS

A. INTRODUCTION

Most State and local governments have agreements with nearby jurisdictions to provide assistance in the event of an emergency. At the State level, there are interstate compacts such as the Interstate Civil Defense Compact of 1950 and the Emergency Management Assistance Compact. At the local level, most counties and municipalities are members of one or more mutual aid agreements, and many have agreements with local hospitals and other organizations that provide assistance during emergencies. Such agreements can serve to:

• Coordinate planning among organizations.
• Multiply the response resources available to any one jurisdiction.
• Ensure timely provision of aid in an emergency.
• Arrange for specialized resources needed only in rare circumstances.
• Minimize administrative conflict and litigation during the post-response period.

The purpose of this tab is to help State and local planners identify agreements that may be needed in order to prepare for terrorist threats, and provide assistance in developing such agreements. Sections B and C contain general information to help planners identify the need for and develop agreements with other organizations to enhance preparedness for terrorism incidents. Section D contains an example to illustrate typical agreement format and content.

Further information on development of emergency preparedness agreements may be found in the CSEPP Memorandum of Agreement and Memorandum of Understanding (MOA/MOU) Guide, May 1999, published jointly by FEMA and the U.S. Army Soldier and Biological Chemical Command, available at http://csepp.apgea.army.mil/biblio/.

B. NEED FOR AGREEMENTS ON TERRORISM INCIDENT RESPONSE

Response to a terrorism incident can overwhelm local capabilities by (a) the sheer size of the disaster and intense publicity or (b) a need for specialized technical resources to address biological, chemical, or radiological aspects of the incident. A large-scale incident may require support from neighboring jurisdictions for conventional response functions such as firefighting, search and rescue, and emergency public information. Assistance may also be needed with administrative support functions such as purchasing.

Incidents involving a biological, chemical, or radiological component may require specialized equipment or services for detection and monitoring, cleanup, medical

care, and protection of emergency workers. Such specialized resources are generally available from federal agencies and can be arranged through FEMA; however, agreements may still be useful in arranging for State, local, or private suppliers to supplement the federal response. For example, jurisdictions that contain nuclear power plants have extended capabilities (trained personnel and equipment) for radiological monitoring. Also, there are several private laboratories qualified to analyze samples for the presence of chemical nerve agent.

C. DEVELOPING AND NEGOTIATING AGREEMENTS

Sometimes the process involved in creating a useful agreement that enhances preparedness, is as important as the agreement itself. At the beginning of the development process, the parties should be clear on what they hope to achieve via the agreement. The following questions should be posed and answered. What is the problem that will be solved? What parties must be included for that to happen? This may seem obvious, but sometimes negotiations can drift away from the original purpose of the agreement. The points below should be considered during the development process to avoid unnecessary conflict or delay.

• Perform a "background check" of existing agreements to ensure that a new agreement will not duplicate or conflict with an existing one.
• Include appropriate persons in the negotiations, including operations staff and technical advisors, where needed. If possible, include responsible officials (who will have to approve the final agreement) and legal counsel in the negotiations.
• Ensure that all terms of the agreement are written down; do not rely on oral side agreements, understandings, clarifications, or interpretations.

In drafting an agreement, the following topics should be considered for inclusion. Note that in some areas there may be other topic or format requirements that apply as a result of federal, state or local regulation.

• A statement of the agreement's purpose and scope.
• References and authorities, including state and local laws and regulations and emergency operating plans as appropriate.
• Definitions of key terms. For example, if one party will provide assistance to another party in event of an emergency, it may be appropriate to define what exactly is meant by "emergency."
• Roles and responsibilities for each party to the agreement.
• Logistical considerations. For example, an agreement might specify a particular protocol for requesting assistance, or handling of command and communications in the field.
• Limitations on what will be provided. For example, a clause stating that assistance will be provided only to the extent that it can be spared by the providing jurisdiction.
• Provision for consistent training, drills, and exercises to ensure that the agreement can be implemented smoothly.
• Costs of response. For example, an agreement may provide that the jurisdiction requesting aid will pay all reasonable costs of providing it, or alternatively that each jurisdiction will "pay its own way."

• Liability. Parties to an agreement may agree to waive all claims against each other for actions performed under the agreement.

• Boilerplate. The agreement should specify what approvals are necessary to make it valid, the duration of the agreement (fixed term or indefinite), and procedures for changing, withdrawing from, or ending the agreement.

The legal and financial aspects of any agreement should be reviewed by legal counsel on all sides.

D. EXAMPLE AGREEMENTS

Figure1 is example agreement for areas where jurisdictions may need assistance in responding to a terrorism incident: public information, hazard monitoring, and medical care. The example agreement provided is exactly that—as a generic example, to illustrate what such agreements might look like, and not necessarily as models to follow. They are not intended to reflect actual practice at any given location, and no claim or warranty is made that they are legally sufficient in any given jurisdiction. Each agreement must be evaluated and negotiated in light of local circumstances, laws, and regulations.

FIGURE 1 - Example Agreement

Memorandum of Agreement Between Local Government and Local Hospital for Medical Assistance in Terrorism Incidents

1   Purpose and Background

The purpose of this Agreement is to provide for cooperation between Local Hospital and Local Government in preparing for and responding to terrorism incidents.

The parties to this Agreement recognize that terrorism incidents within Local Jurisdiction may result in large numbers of conventional trauma patients, and/or patients affected by the use of chemical, biological, or radiological weapons of mass destruction.

The parties to this Agreement further recognize that terrorism incidents may result in large numbers of patients who self-transport to Local Hospital seeking treatment because they were, or think they may have been, affected by the incident.

2.   References

   a.   *Local Government Disaster Response Plan* and *Terrorism Annex*, updated 2002.

   b.   *Local Hospital Disaster Plan*, updated 2002.

   c.   Department of Health and Human Services, *Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological (C/B) Terrorism* (June 1996)

   d.   State Department of Health, H*ospital Licensing Regulations*, Sections ___ to ___ .

   e.   *Emergency Medical Treatment and Active Labor Act* (EMTALA), 42 U.S.C. Sec. 1395dd.

   f.   Health Care Financing Administration (HCFA) standards for emergency services, 42 CFR 482.55.

   g.   Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standard EC1.4, *Emergency Management.*

3. Roles and Responsibilities

3.1 Local Hospital

Local Hospital will:

a. Accept patients, to the maximum extent possible, who are brought in or are seeking care as a result of a terrorism incident within Local Jurisdiction.

b. Maintain capabilities for emergency treatment of terrorism incident victims, as follows:

   (i) Emergency plans and procedures, as required under applicable licensing and accreditation standards.

   (ii) Emergency admission and treatment capabilities, as required under applicable licensing and accreditation standards.

   (iii) Capability for handling victims of incidents involving chemical, biological, or radiological weapons of mass destruction, including:

   • Staff trained in procedures for handling such patients, as follows: _____ .
   • Facilities and equipment for isolation and decontamination of such patients, as follows: _____ .
   • Stockpiles of supplies for treatment of such patients, including chemical agent antidotes, drugs to prevent radiological agents uptake, and antibiotics, as follows: _____ .

c. Promptly notify Local Government if the Hospital is unable to accept further patients during an emergency.

d. Within regulations regarding patient privacy, provide copies of treatment records to Local Government as needed for civil or criminal investigations or determination of claims.

3.2 Local Government

Local Government will:

a. Notify Local Hospital at the earliest possible stage of any terrorism-related emergency, and provide an estimate of medical assistance needs, to allow time for necessary preparations.

b. Notify Local Hospital at the earliest possible moment when intending to transport emergency patients to the Hospital.

c. To the extent possible, disinfect or decontaminate emergency patients transported to the Hospital.

d. Compensate Local Hospital for expenses of treatment of Local Government emergency workers, including Local Government employees and volunteers working under their direction, to the extent those expenses are not paid under patient insurance policies.

3.3 Mutual

Local Hospital and Local Government will:

a. Maintain plans and procedures consistent with this Agreement.

b. Participate in regular drills and exercises to ensure that the activities provided for in this Agreement can be carried out in an effective and efficient manner.

c. Maintain communications systems that can be used during an emergency to support implementation of this Agreement.

d. Cooperate in obtaining and sharing information and training to support implementation of this Agreement.

e. Meet annually to review this Agreement and mutual preparedness for terrorism incidents.

4 Term and Termination

This Agreement will take effect on approval by both parties. It will continue in force until terminated by either party. Either party may terminate the Agreement by 30 days' written notice to the other party.

5. Points of Contact

The points of contact for all notifications and coordination regarding this Agreement are:

Local Hospital Point of Contact   Local Government Point of Contact

_____   _____
_____   _____
_____   _____

6. Approval

_____   _____
Local Hospital Director   Local Government Chief Executive

TAB I

TERRORISM-SPECIFIC CONSIDERATIONS FOR SPECIAL EVENTS

A. PLANNING FRAMEWORK FOR SPECIAL EVENTS

The Emergency Operations Plan (EOP) and Terrorist Incident Appendix (TIA) provide the basic framework for State and Local response to natural disasters and events involving terrorist attacks involving weapons of mass destruction (WMD).

Special events provide the opportunity for communities to engage in specific planning activities with a number of known variables. Unlike most terrorist planning efforts, planning for a special event involves specific time frames and locations, factors that are critical unknowns in generic terrorism planning.

This section provides an overview of Federal planning and involvement in special events and special considerations for State and local planners dealing with high-profile events in their jurisdictions.

The Federal Bureau of Investigation (FBI) defines a special event as "a significant domestic or international event, occurrence, contest, activity, or meeting, which by virtue of its profile and/or status represents an attractive target for terrorist attack."

Relatively few of the many events that occur in a year are designated by the FBI to be special events. Such notable special events have included the 1996 Summer Olympic Games, the 1998 papal visit, national political conventions, the 1999 World Trade Organization conference, and the upcoming 2002 Winter Olympic Games.

Events such as these are classified as national security special events (NSSEs). The designation provides a framework for determining the extent to which federal agencies will become involved in supporting local and State hosts of such events. The FBI and an NSSE Working Group made up of representatives from the Department of Justice, Department of Transportation, FEMA, FBI, and U.S. Secret Service are responsible for designating NSEEs according to specified levels that determine the extent to which federal agencies will become involved.

Once an event is designated an NSSE, the appropriate Federal agencies being working with State and local partners to outline mission, goals and objectives; develop a concept of operations; and create Operations Supplements to the Federal Response Plan (FRP) and the State and local Emergency Operations Plans, as needed.

The purpose of an Operations Supplement is to outline the specific consequence management roles and responsibilities. The Operations Supplement details event-specific information, the consequence management precautions, and differences in initial actions by Federal agencies under the FRP. The special event planning process

is designed to achieve the following outcomes:

• Foster a nationwide, intergovernmental, systematic approach to local, State, and Federal consequence management planning.

• Promote uniformity in the operating principles, policies, procedures, and actions of organizations and systems providing coordinated response.

• Facilitate the development of plans for a prompt, coordinated response.

• Reduce redundancy in planning.

B. COORDINATION OF CONSEQUENCE MANAGEMENT RESOURCES

Based on the State and local assessments, the State may ask FEMA to coordinate the provision of Federal consequence management assistance from the appropriate Federal agencies for meeting any shortfalls. In general, the coordination process for requested Federal assistance from a State or local government in support of a special event to the following series of steps:

1. The local government has the primary responsibility to assess its level of preparedness and its capability to respond to a terrorist threat or incident involving a WMD during the periods leading up to the special event, during the event, and immediately following the event.

2. If local emergency management officials identify shortfalls, the local government should make a request to the State government for the additional capabilities and resources that were identified.

3. In turn, State emergency management officials have the responsibility to verify and validate the need for the identified shortfalls and determine to what extent the State can alleviate the shortfalls.

4. If the State determines it cannot adequately provide the requested assistance to satisfy the local government's needs, the governor of the State can make a request to the FEMA Regional Director for the assistance *that the State government cannot provide* to fully satisfy the capabilities and resources requested by the local government.

5. FEMA Regional staff will coordinate with the State emergency managers to validate the need for the requested assistance and forward the request to FEMA Headquarters. FEMA Headquarters will formally request the identified Federal resources and capabilities from the requisite Federal agencies at the Headquarters level.

C. CRITICAL INFRASTRUCTURE

State and local planning for an NSSE could involve the development of a Critical

Infrastructure Protection Implementation Plan similar to the one developed for the 2002 Winter Olympic Games by the U.S. Department of Energy Office of Critical Infrastructure Protection. The infrastructure protection planning process focuses on critical assets and community facilities to prevent and mitigate disruptions. The following is a list of infrastructures to consider:

- Telecommunications
- Electric power
- Natural gas and petroleum
- Transportation
- Information systems
- Hazardous materials
- Public works
- Banking and finance
- Emergency services
- Water supply
- Other facilities, such as hospitals, schools, shopping malls, and nursing homes

Figure 1 provides a checklist of elements used for the Utah plan, including a schedule of phases and tasks. With its emphasis on threat and vulnerability analysis, this plan goes beyond the standard scope of generic terrorism response planning. However, the process can be useful in providing advance information for emergency responders.

D. STATE AND LOCAL PLANNING CONSIDERATIONS

Developing a Concept of Operations and planning for a National Security Special Event involves both policy and operational level decisions.

1. Policy-Level Decision Checklist

The following checklists can be helpful to state and local planners in preparing for a special event.

- What Federal regional agencies need to participate?

- Is the local FBI Field Office establishing a Joint Operations Center (JOC) or a command post that can quickly transition into a JOC?

- What is the role of the U.S. Secret Service for this event? Will they have a separate command post? Collocate with the FBI?

FIGURE 1. Schedule of Phases and Tasks for Terrorism Preparedness Planning for Special Events (Calendar Year)

	CY1				CY2				CY3	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
PLANNING PHASE										
TRANSITION PHASE	■	■	■	■	■	■	■	■		
Task 1: Catalog Existing Information and Capabilities			▓	▓						
Task 2: Conduct Threat Analysis										
Subtask 2.1: Identify and Assess Potential Threats				▓	▓					
Subtask 2.2: Develop Potential Threat Scenarios				▓	▓					
Subtask 2.3: Establish Threat Information Protocol					▓	▓				
Task 3: Conduct Critical Infrastructure Vulnerability Assessments										
Subtask 3.1: Establish Criteria for Identifying Critical Infrastructures				▓						
Subtask 3.2: Prepare Data Requirements and Assessment Guidelines for Infrastructure Owners				▓	▓					
Subtask 3.3: Characterize Infrastructure Configuration				▓	▓	▓	▓			
Subtask 3.4: Conduct Infrastructure Vulnerability Assessments				▓	▓	▓	▓			
Subtask 3.5: Identify and Evaluate Infrastructure Interdependencies				▓	▓	▓				
Subtask 3.6 Identify and Evaluate Infrastructure Disruption Protection and Mitigation Measures					▓	▓	▓	▓		
Subtask 3.7 Select and Implement Protection and Mitigation Measures						▓	▓	▓		
Subtask 3.8 Establish Critical Infrastructure Data Resource for Operations Phase						▓	▓	▓		
Task 4: Conduct Critical Community Facilities Vulnerability Assessments										
Subtask 4.1: Establish Criteria for Identifying Critical Community Facilities				▓						
Subtask 4.2: Develop Critical Community Facility Data Requirements				▓						
Subtask 4.3: Conduct Critical Community Facilities Survey				▓	▓					
Subtask 4.4: Identify Critical Community Facilities				▓	▓	▓	▓			
Subtask 4.5 Identify and Evaluate Infrastructure Disruption Protection and Mitigation Measures					▓	▓	▓	▓		
Subtask 4.6 Select and Implement Mitigation Measures						▓	▓	▓		
Subtask 4.7 Establish Critical Facilities Data Resource for Operations Phase						▓	▓	▓		
Task 5: Develop Infrastructure Disruption Response Plans										

I 4

	CY1				CY2				CY3	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Subtask 5.1: Assemble And Review Existing Emergency Operations Plans				■	■					
Subtask 5.2: Develop Disruption Response Protocols					■	■	■			
Subtask 5.3: Develop Recovery Protocols							■	■		
Task 6: Conduct Training and Exercises										
Subtask 6.1 Develop Training Program					■	■	■			
Subtask 6.2 Develop Exercise Plan						■	■			
Subtask 6.3 Implement Training and Exercise Plan						■	■	■	■	
OPERATIONS PHASE									▓	
RECOVERY PHASE									▓	▓

• Will foreign dignitaries be attending? How many? What effect will this have on the consequence management planning (i.e., hotels and security)? Does this affect the staging locations of assets?

• Will FEMA resources be deployed to the State Emergency Operations Center (EOC)?

• Dates/times of operations—mobilization/demobilization.

• What types of assets/teams are required to be activated, on alert, or on advisory?

• Will federal assets be predeployed (Chemical/Biological Incident Response Force [CBIRF], DMAT, National Medical Response Team [NMRT], Mobile Air Transportable Telecommunications System [MATTS], Mobile Emergency Response Support [MERS])?

• Will the number and location of venues drive decisions on the amount of assets required or the prepositioning of those assets?

• Based on recent protest events (e.g., World Trade Organization conference), how will security decisions made by FBI, local law enforcement, and others impact the consequence management planning?

• Will a Continuity of Operations Plan be identified? Staffed?

2. Operational-Level Decision Checklist

The planner can expand on the policy decisions and complete the concept of operations for the plan using the following checklist. Additional operational-level decisions may be required based on the specific event.

- Identify list of venues.
- Determine schedule of events.
- Develop personnel schedules.
- List addresses for venues, operations, participating organizations.
- Identify specific annexes needed in the supplement for:
- Communications.
- Information and planning.
- Logistics.
- Other.

- Work with FEMA region and headquarters special events planning team to:
- Identify Department of Defense (DOD) resources required (e.g., Chemical Biological Incident Response Force, Medical Facilities, Technical Escort Unit, Global Patient Movement Requirements Center, Liaisons to Emergency Support Team, Regional Operations Center, JOC. Strategic Information and Operations Center, WMD-Incident Support Team [WMD-IST]).

- Identify Department of Health and Human Services (HHS) resources required (e.g., Management Support Team, Disaster Medical Assistance Teams [DMATs], Disaster Mortuary Operational Response Teams, National Medical Response Teams-WMD, pharmaceutical cache, WMD-IST member, Emergency Support Function #8 representative).

- Identify Environmental Protection Agency (EPA) resources required (e.g., EPA Mobile Command Post, Environmental Response Team, U.S. Coast Guard Response Team, On-Scene Coordinators, liaison officers).
- Identify Department of Energy resources required (e.g., liaison officers).
- Identify urban search and rescue assets required (e.g., Incident Support Team, representatives to WMD-IST, number of teams).
- Identify potential Disaster Field Office locations.
- Identify Base Support Installations (BSIs).
- Identify mobilization centers.
- Obtain staging area locations from local jurisdiction
- Determine point of arrival/point of debarkation for assets.
- Determine ingress/egress routes between point of arrival and
- BSIs.
- Mobilization centers.
- Staging areas.

TAB J

DEFINITIONS

Aerosol – Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

Biological Agents – Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Chemical Agent – A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Generally separated by severity of effect: lethal, blister, and incapacitating.

Consequence Management – Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism (Source: Federal Response Plan [FRP] Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the lead agency for consequence management to ensure that the FRP is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, April 1999.)

Cyber Terrorism – Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

Decontamination – The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

Federal Response Plan (FRP) – The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate

crisis management with consequence management (Source: FRP Terrorism Incident Annex, April 1999).

Infrastructure Protection – Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

Lead Agency – The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

Lead Federal Agency (LFA) – The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

Mitigation – Those actions (including threat and vulnerability assessments) taken to reduce the exposure to and detrimental effects of a WMD incident.

Nonpersistent Agent – An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

Persistent Agent – An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plume – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

Preparedness – Establishing the plans, training, exercises, and resources necessary to achieve readiness for all hazards, including WMD incidents.

Radiation – High-energy particles or gamma rays that are emitted by an atom as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Recovery – Recovery, in this document, includes all types of emergency actions dedicated to the continued protection of the public or promoting the resumption of normal activities in the affected area.

Response – Executing the plan and resources identified to perform those duties and services to preserve and protect life and property as well as provide services to the surviving population.

Terrorism – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and
U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

Toxicity – A measure of the harmful effects produced by a given amount of a toxin on a living organism.

Weapons-Grade Material – Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

Weapon of Mass Destruction – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more 0.5 inch in diameter; any combination of parts either designed or intended for use in converting any device into any destructive device described above and from which a destructive device may be readily assembled.

TAB K

ACRONYMS

AFB Air Force Base
AMS Aerial Measuring System
ANSIR Awareness of National Security Issues and Response Program
ARAC Atmospheric Release Advisory Capability
ARG Accident Response Group
ARS Agriculture Research Service
ATC Air Traffic Control
ATSD(CS) Assistant to the Secretary of Defense for Civil Support

BDC Bomb Data Center

CATS Consequence Assessment Tool Set
CBIAC Chemical and Biological Defense Information and Analysis Center
CBRNE Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive
CDC Centers for Disease Control and Prevention
CDRG Catastrophic Disaster Response Group
CEPPO Chemical Emergency Preparedness and Prevention Office
CERCLA Comprehensive Environmental Response, Compensation, & Liability Act ("Superfund")
CHEMTREC Chemical Transportation Emergency Center
CHPPM Center for Health Promotion and Preventive Medicine
CIAO Critical Infrastructure Assurance Office
CIRG Critical Incident Response Group
CJCS Chairman of the Joint Chiefs of Staff
CM Consequence Management
CMU Crisis Management Unit (CIRG)
CRU Crisis Response Unit
CSREES Cooperative State Research, Education, and Extension Service
CST Civil Support Teams
CW/CBD Chemical Warfare/Contraband Detection

DEST Domestic Emergency Support Team
DFO Disaster Field Office
DMAT Disaster Medical Assistance Team
DMCR Disaster Management Central Resource
DMORT Disaster Mortuary Team
DoD Department of Defense
DOE Department of Energy
DOJ Department of Justice
DPP Domestic Preparedness Program

DTCTPS Domestic Terrorism/Counter Terrorism Planning Section (FBI HQ)
DTIC Defense Technical Information Center
EM emergency management
EMAC Emergency Management Assistance Compact
EMI Emergency Management Institute
EMS emergency medical services
EOC Emergency Operations Center
EOP Emergency Operations Plan
EPA Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
ERT Emergency Response Team (FBI)
ERT-A Emergency Response Team – Advance Element
ERTU Evidence Response Team Unit
ESF Emergency Support Function
EST Emergency Support Team
EU Explosives Unit

FBI Federal Bureau of Investigation
FEMA Federal Emergency Management Agency
FEST Foreign Emergency Support Team
FNS Food and Nutrition Service
FRERP Federal Radiological Emergency Response Plan
FRMAC Federal Radiological Monitoring and Assessment Center
FRP Federal Response Plan
FS Forest Service

GIS Geographic Information System

HazMat hazardous material(s)
HEPA High-Efficiency Particulate Air
HHS Department of Health and Human Services
HMRU Hazardous Materials Response Unit
HQ Headquarters
HRT Hostage Rescue Team (CIRG)
HTIS Hazardous Technical Information Services (DoD)

IC Incident Commander
ICS Incident Command System
IND Improvised Nuclear Device
IST Incident Support Team

JCAHO Joint Commission on Accreditation of Healthcare Organizations
JIC Joint Information Center
JOC Joint Operations Center
JTF-CS Joint Task Force for Civil Support

LEPC Local Emergency Planning Committee

LFA Lead Federal Agency
LLNL Lawrence Livermore National Laboratory

MEDCOM Medical Command
MERS Mobile Emergency Response Support
MMRS Metropolitan Medical Response System
MOA Memorandum of Agreement
MSCA Military Support to Civil Authorities

NAP Nuclear Assessment Program
NBC Nuclear, Biological, and Chemical
NCP National Oil and Hazardous Substances Pollution Contingency Plan
NDMS National Disaster Medical System
NEST Nuclear Emergency Search Team
NETC National Emergency Training Center
NFA National Fire Academy
NIPC National Infrastructure Protection Center
NMRT National Medical Response Team
NRC Nuclear Regulatory Commission
NRT National Response Team
NSC National Security Council
NTIS National Technical Information Service

ODP Office for Domestic Preparedness (DOJ)
OEP Office of Emergency Preparedness
OFCM Office of the Federal Coordinator for Meteorology
OHS Office of Homeland Security
OIG Office of the Inspector General (USDA)
ONP Office of National Preparedness (FEMA)
OSC On-Scene Commander

PDD Presidential Decision Directive
PHS Public Health Service
POC Point of Contact
PPE Personal Protective Equipment
PT Preparedness, Training, and Exercises Directorate (FEMA)

R&D Research and Development
RAP Radiological Assistance Program
RCRA Research Conservation and Recovery Act
RDD Radiological Dispersion Device
REAC/TS Radiation Emergency Assistance Center – Training Site
ROC Regional Operations Center
RRIS Rapid Response Information System (FEMA)
RRT Regional Response Team

SAC Special Agent in Charge (FBI)

SARA Superfund Amendments and Reauthorization Act of 1986 (also known as EPCRA)
SBCCOM Soldier and Biological Chemical Command (U.S. Army)
SCBA Self-Contained Breathing Apparatus
SEB State Emergency Board
SERC State Emergency Response Commission
SIOC Strategic Information and Operations Center (FBI HQ)
SLG State and Local Guide

TERC Tribal Emergency Response Commission
TIA Terrorist Incident Appendix
TRIS Toxic Release Inventory System

UC unified command
UCS Unified Command System
USC U.S. Code
USDA U.S. Department of Agriculture
USFA U.S. Fire Administration
US&R Urban Search and Rescue

VA Department of Veterans Affairs

WMD weapon(s) of mass destruction
WMD-CST WMD Civil Support Team
WTC Word Trade Center

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