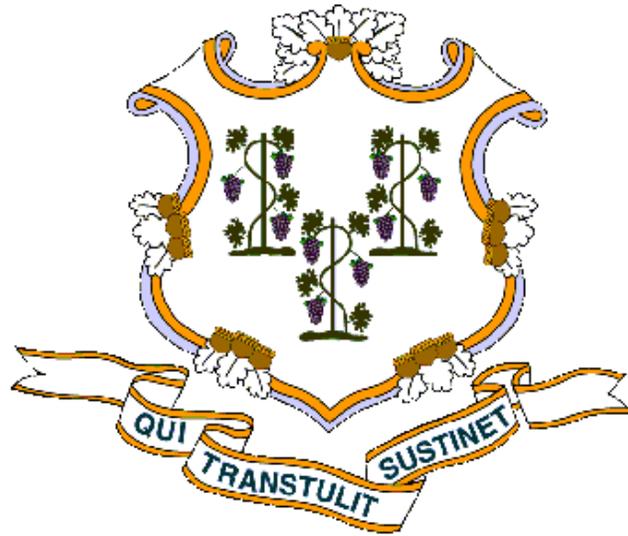


APPENDIX U

**DIVISION OF EMERGENCY MANAGEMENT & HOMELAND SECURITY, *STATE*
*RESPONSE FRAMEWORK VERSION 2.0***

State of Connecticut



STATE RESPONSE FRAMEWORK (SRF)

Version 2.0 August 2011

Prepared by

Department of Emergency Services and Public Protection (DESPP)

Division of Emergency Management and Homeland Security (DEMHS)

*In partnership with other CT State Agencies and Non-Governmental Organizations
involved in Emergency Preparedness and Response Activities in the State of Connecticut*

Intentionally blank

STATE RESPONSE FRAMEWORK

AUTHENTICATION

In accordance with Section 28-5(b) of the Connecticut General Statutes, The State of Connecticut State Response Framework (Section I), Version 2.0, August 2011 has been prepared. This Framework should be read in conjunction with State emergency management and response plans including the Connecticut Natural Disaster Plan 2009, as amended.



Peter J. Boynton, Deputy Commissioner
Division of Emergency Management and Homeland Security
Department of Emergency Management and Homeland Security

DATE: August 24, 2011

Intentionally blank

State of Connecticut State Response Framework (SRF)

Table of Contents

State Response Framework (SRF) Concepts	SRF-Concepts
Appendices:	
A. Connecticut State Plans, Resources & Initiatives	Appendix A
B. Connecticut Pre-Activation Framework	Appendix B
C. Governor’s Emergency Operations Center (SEOC) Standard Operating Procedures (SOPs)	Appendix C

Intentionally Blank

**State Response
Framework
Concepts**

Intentionally Blank

State of Connecticut

State Response Framework (SRF) Concepts

Table of Contents

A. Introduction	Tab - Concepts
1. Summary and Purpose	1
2. Authority	2
3. Mission	2
4. Organization	2
B. General Emergency Operations Concepts	3
C. Responsibilities	7
Chart – State Agencies/Non-Governmental Organizations involved in CT Disaster Response	8
1. The State Role	9
a) Governor	9
b) CT State Agencies & Offices	10
All Agencies	10
Department of Administrative Services (DAS)	10
Department of Agriculture (DoAG)	11
Department of Banking (DOB)	11
Department of Children And Families (DCF)	11
Office of State Comptroller (OSC)	12
Department of Construction Services (DCS)	12
Department of Consumer Protection (DCP)	12
Department of Correction (DOC)	13
Division of Criminal Justice	13
Department of Developmental Services (DDS)	13
Department of Economic And Community Development (DECD)	13
State Department of Education (SDE)	14
Dept of Emergency Services & Public Protection (DESPP)	14
Department of Energy & Environmental Protection (DEEP)	17
Department of Higher Education (DHE)	18

Department of Insurance (DOI)	18
Judicial Branch	18
Department of Labor (DOL)	19
Office of the Chief Medical Examiner (OCME)	19
Department of Mental Health And Addiction Services (DMHAS)	19
Military Department	20
Department of Motor Vehicles (DMV)	20
Office of Policy And Management (OPM)	21
Department of Public Health (DPH)	21
Department of Social Services (DSS)	22
Department of Transportation (DOT)	23
University of Connecticut Health Center Poison Control	23
c) Local Partners	24
d) Regional Partners	25
e) Emergency Support Functions at the State & Local/Regional Level	25
f) Non-Governmental Organizations (NGOs)	26
g) Private Sector	26
h) Federal Partners	27
i) Interstate Partners	27

State Response Framework (SRF) Concepts

A. INTRODUCTION

1. Summary and Purpose

The purpose of the State Response Framework (the Framework or the SRF) is to describe the interaction of state government with local, federal and tribal governments, nongovernmental response organizations and other private sector partners, the media, and the public in implementing emergency response and recovery functions in times of crisis. In general, the Framework describes how the State of Connecticut and its partners will work together to support local governments and their residents in responding to disasters and emergencies. Appendices to the SRF include Appendix A Connecticut State Plans, Resources and Initiatives; Appendix B Pre-Activation Framework; and Appendix C the Governor’s State Emergency Operations Center Standard Operating Procedures.

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

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

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

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

2. Authority

Title 28, Chapter 517 of the Connecticut General Statutes is the major source of authority for the State of Connecticut and its political subdivisions to prepare for and respond to natural disasters and other emergencies.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988, which amended the Disaster Relief Act of 1974, PL 93-288, (the Stafford Act) is the federal legislation that creates a national program for disaster preparedness, response, recovery, and mitigation. Connecticut's emergency management program, developed under the authority of Title 28, complies with the federal program established by the Stafford Act.

Although there are many federal and state statutes and regulations that have a bearing on emergency management, Title 28 of the Connecticut General Statutes and the Stafford Act are the two laws most central to emergency management in Connecticut.

3. Mission

The mission of the Division of Emergency Management and Homeland Security of DESPP is to direct and coordinate all available resources to protect the life and property of the citizens of Connecticut in the event of a disaster or crisis, through a collaborative program of prevention, planning, preparedness, response, recovery and public education. The goals of the Connecticut emergency management community (state and local governments and private response and recovery organizations) in times of natural or other disaster are:

- to maximize the preservation of life and property;
- to correct or alleviate, serious disaster or emergency-related conditions which present continued threats to the health or welfare of the residents of the state; and
- to facilitate a return to normalcy by all practical means.

4. Organization

The Division of Emergency Management and Homeland Security (DEMHS) is part of the State of Connecticut's Multiagency Coordination (MAC) System under the Command and Management component of the National Incident Management System (NIMS). DEMHS's role is to coordinate and support incident management, lead Connecticut's MAC system, and act as the MAC Group Coordinator. DEMHS has primary responsibility for development and implementation of the state's emergency management program. DEMHS is a division within the Department of Emergency Services and Public Protection, an agency of the Executive Branch of Connecticut State government. Under Public Act 11-51, Sections 133 and 136, jurisdiction of DEMHS is delegated by the DESPP Commissioner to the DESPP Deputy Commissioner of DEMHS.

The Governor's State Emergency Operations Center (SEOC) in Hartford provides the main coordination center which serves as a location from which the MAC can operate. The five DEMHS Regional Offices are also part of the facilities component of the MAC, as are each State agency's individual EOCs and command centers. DEMHS staffs the SEOC, which is located in the William O'Neill National Guard Armory, 360 Broad Street in Hartford. The SEOC is the Governor's direction and control center during times of crisis. During emergencies, the SEOC is also staffed with

representatives (liaisons) of key state and private agencies. The SEOC maintains communications with other single state agency EOCs, federal agencies and facilities, and certain private agency EOCs. and the SEOC maintains communications with the towns and cities of the state through the DEMHS Regional Offices. The Media Center in the SEOC is used as a Joint Information Center (JIC) by federal, state, and local governments and private agencies involved in responding to an emergency. The DEMHS administrative office is located at 25 Sigourney Street, Hartford, and the DESPP headquarters is located at 1111 Country Club Road in Middletown.

Connecticut's municipalities and two tribal nations are divided into five emergency preparedness planning regions. The five DEMHS Regional Offices, located in Bridgeport, Middletown, Hartford, Colchester and Waterbury, provide administrative support and planning assistance to local governments within their jurisdictions. During emergencies, the Regional Offices serve as resource coordinators and liaisons between towns and the SEOC. The staff of the Regional Offices may be augmented during emergencies.

Each of the State's 169 political subdivisions has an emergency management director appointed by the local chief executive official of the town. A few local emergency management directors are full-time, paid directors. The majority of local emergency management directors are part-time directors with no staff support. Many of these part-time directors are volunteers. Most towns and cities have a municipal facility designated as a local Emergency Operations Center (EOC), which serves as the local chief executive official's direction and control center. During emergencies, local officials maintain communications with the DEMHS Regional Office serving their region.

B. GENERAL EMERGENCY OPERATIONS CONCEPTS

The following are generally accepted concepts of emergency response operations in the State of Connecticut. These concepts are generally valid in any type of disaster or emergency, except where specific policies or operational procedures set forth in this plan or another emergency operations plan state otherwise.

Mobilization of forces by the DESPP Deputy Commissioner for DEMHS. The DESPP Deputy Commissioner for DEMHS may, under Connecticut General Statutes §28-5(c), take all preparatory steps, including the full or partial mobilization of civil preparedness forces in advance of an actual disaster, as may be necessary for the prompt and effective operation of the state emergency management (emergency response/emergency operations) plan. See also Conn. Gen. Stat. §§28-6, 28-7(f).

Governor's Authority to Take Control of Any and All Forces of the State. In the event the Governor declares a state of civil preparedness emergency, pursuant to Conn. Gen. Stat. §28-9, he may personally take direct operational control of any or all parts of the civil preparedness forces and functions in the State. The Governor may also take such actions as are reasonably necessary to protect the health, safety and welfare of the people of the state, to prevent or minimize loss or destruction of property, and to minimize the effects of hostile action. See also Conn. Gen. Stat. §§28-6, 28-7(f). The Governor's possible actions include:

- Mobilize emergency response and emergency management personnel at the municipal level if the state needs them—Conn. Gen. Stat. §28-7(f);

- Declare a state of emergency (Conn. Gen. Stat. §28-9); the declaration becomes effective upon filing with the Secretary of the State;
 - if the disaster is manmade, the legislature may meet and disapprove within 72 hours of filing with Secretary of the State. Also, if legislature not in session, Governor must meet with legislative leaders as soon as possible after the filing of the proclamation;
- Modify or suspend . . . any statute, regulation, or requirement or part thereof whenever in his opinion it is in conflict with the efficient and expeditious execution of civil preparedness functions. (Conn. Gen. Stat. §28-9(a)); this modification of suspension must be thoroughly explained and its full text must be filed with the Secretary of the State within four days of its declaration;
- Mobilize state or local offices of emergency management to carry out Governor's order (Conn. Gen. Stat. §28-9(b));
- Order and enforce blackouts (Conn. Gen. Stat. §28-9(c));
- Designate vehicles and persons that may move and the routes they will take (Conn. Gen. Stat. §28-9(d));
- Take appropriate measures to protect the health and safety of inmates of state institutions and school children (Conn. Gen. Stat. §28-9(e)) ;
- Evacuate all or part of the population of affected or threatened areas, and take such steps as are necessary for the receipt and care of such evacuees (Conn. Gen. Stat. §28-9(f));
- Take any other steps the Governor thinks necessary to protect the public health, safety and welfare and to protect property (Conn. Gen. Stat. §28-9(g));
- Enter purchase or lease agreements with appropriate federal agencies to provide temporary housing for disaster victims (Conn. Gen. Stat. §28-9a(a)(1));
- Assist affected municipalities in acquiring sites for temporary housing (Conn. Gen. Stat. §28-9a(a)(2));
- Advance or lend money from the state's emergency contingency fund or any other source (Conn. Gen. Stat. §28-9a(2)(A));
- Take land, real property, vehicles or other property necessary to protect the public (Conn. Gen. Stat. §28-11).

Distinction Between Operational Control and Direction of Emergency Forces. A distinction is made between (1) —operational control and (2) —direction of emergency forces. Operational control consists of the functions of: assignments of tasks; designation of objectives and priorities, and; such other control as is necessary to accomplish the mission. When a local jurisdiction's forces are operationally engaged within its own boundaries, both operational control and direction of

emergency forces are retained. When either State or local civil preparedness forces are sent elsewhere, operational control is exercised by the authority at the scene of the operation, but direction is retained by the parent jurisdiction. Conversely, forces sent to the aid of a locality from other State or local jurisdictions, civil or military, come under local operational control, but remain under direction of the parent agency. Direction of civil preparedness forces is retained at all times by the appropriate civil or military authority and includes the authority to commit to, or withdraw from, emergency operations. See, for example, Conn. Gen. Stat. §§28-6(b), 28-7(f), 28-8.

Mutual Aid as First Means of Assistance. Mutual aid agreements between local governments in effect at the time of the emergency are the first means of obtaining assistance when a city or town's resources are exhausted or nearly exhausted. See for example, Conn. Gen. Stat. §§28-8, 7-310, 7-277a. Local governments may also use the statutory Intrastate Mutual Aid System, which allows each municipality within the state to assist any other municipality. See Connecticut General Statutes §28-22a.

Order of Mobilization for Emergency Forces Supporting Local Officials. City and town governments shall be responsible for all people and property within their boundaries and jurisdictions to the limits of their resources. Emergency operations will be carried out principally by local forces supported by mutual aid, then, if requested, state forces, and, as available and needed, by military and/or federal forces. See, for example, Conn. Gen. Stat. §28-7(f).

Local Requests for State Assistance. Requests by local governments for State assistance shall be made through the appropriate DEMHS Region Office. State resources may include, but not be limited to, activation of volunteer civil preparedness force members, including Community Emergency Response Teams (CERT) in accordance with Title 28 of the Connecticut General Statutes.

Activation and Use of the Connecticut National Guard. The Connecticut National Guard, State Military Department, if available, may be activated by the Governor to support local and/or state civil preparedness forces. In such event, however, it would complement and not substitute for other state or local forces in emergency operations. Military forces will remain at all times under military command but will support and assist other emergency forces through mission-type assignments to include objectives, priorities, and other information necessary to the accomplishment of the mission.

Local Government Situation Reports. Local governments are responsible for providing periodic situation reports to appropriate DEMHS Regional Offices whenever local civil preparedness forces are engaged in emergency operations or are preparing for emergency operations (increased readiness) in anticipation of an actual disaster or emergency.

State Government Line of Succession. The Constitution of the State of Connecticut, in Article IV (4), provides the following line of succession of State Government:

1. The Governor of the State (section 5)
2. The Lieutenant Governor of the State (section 18)
3. The President Pro Tempore of the Senate (section 19)

The Constitution further provides "in order to insure continuity in operation of State and local governments in a period of emergency resulting from disaster caused by enemy attack, the general assembly shall provide by law for the prompt and temporary succession to the powers and duties of all public offices, the incumbents of which may become unavailable for carrying on their powers and duties." Article XII (11), section 3. In addition, under Conn. Gen. Stat. §4-8, —each department head shall designate one deputy who shall in the absence or disqualification of the department head, or on his death, exercise the powers and duties of the department head until he resumes his duties or the vacancy is filled.

DEMHS Line of Succession. For purposes of the operation of the State Emergency Operations Center, the line of succession is the DESPP Deputy Commissioner for DEMHS, the State Emergency Management Director, the MAC Coordinator, or such other employee as the Deputy Commissioner or Director may designate.

Common Tasks of State Agencies in Emergency Response. All agencies and departments have common tasks as follows:

- a. implement plans and procedures to protect inmates, institutionalized persons, and department personnel;
- b. thoroughly document agency emergency operations including maintenance of logs at the SEOC and departmental EOCs;
- c. account for disaster-related expenditures for equipment, supplies, material and labor utilized by the agency;
- d. render reports to the SEOC as required;
- e. follow the succession of leadership as described in Conn. Gen. Stat. §4-8 (see above).
- f. following a disaster, the agency will participate in a pre-assessment damage assessment as requested by DEMHS. This includes conducting a damage assessment, completing the Pre-assessment for State Agency forms provided by DEMHS and submitting them within the requested timeframe.

Responsibility of State Agencies To Perform Missions Not Specifically Assigned. All State agencies and departments not specifically assigned missions in an emergency operations plan will be expected to respond to emergencies, within their respective capabilities:

- a. as requested by the Governor or DESPP Deputy Commissioner for DEMHS; or
- b. when, in their judgment, the welfare or safety of the State is threatened.

Authority of State Agency Heads to Commence Emergency Operations. Department and agency heads, or anyone legally administering their offices, shall activate their departmental standard operating procedures for emergencies:

- a. by direct order of the Governor, by request of the DESPP Deputy Commissioner for DEMHS, or
- b. when, in their judgment, the welfare or safety of the state is threatened.

State Departments or agencies will provide copies of their emergency operations plans and procedures to DEMHS and will update those copies as needed.

State Agency Heads or Designees To Staff SEOC. Maximum coordination of resources will be achieved through the presence of commissioners, department heads or their designees at the SEOC, located at the Armory.

Responsibility of Governor in Requesting Federal Assistance. The Governor is responsible for requesting federal emergency relief and disaster assistance on behalf of local governments, businesses, and residents of the state. See, for example, Conn. Gen. Stat. §§28-9, 28-9a, 28-9d.

Responsibility of DESPP Deputy Commissioner for DEMHS and Agency Heads to Advise Governor Regarding Emergency Response Actions, Orders and Directives. The DESPP Deputy Commissioner for DEMHS and other department heads are responsible for advising the Governor of emergency response actions and orders appropriate to the emergency situation. The Governor is responsible for issuing orders and giving directives to state agencies and other non-state officials as the situation warrants.

Communications: State to Advise Local Officials of Appropriate Protective Actions.

Whenever appropriate, and time and circumstances permit, the SEOC will provide local officials with recommended protective actions for the public as well as with other recommended actions appropriate to the emergency situation. Communications between the SEOC and local officials may include, but not be limited to, the following:

- a. conference calls
- b. faxes or emails through DEMHS Regional Offices
- c. radio contact through DEMHS Regional Offices or DEMHS Headquarters

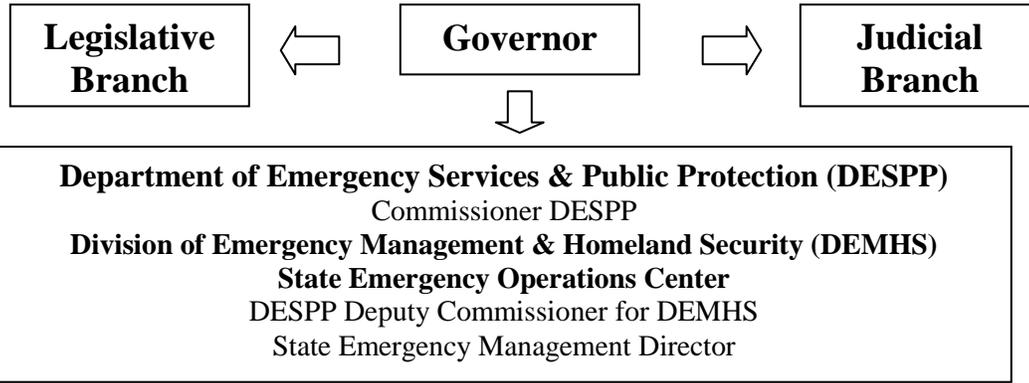
State to Advise Public through Media. The SEOC will provide the public with recommended protective actions and other information through the media, which may include:

- a. Mass alerts through emergency notification systems (CT ALERT and Emergency Alert System);
- b. Public inquiry support may be provided by United Way 2-1-1 Infoline.

C. RESPONSIBILITIES

The following chart shows State Agencies and Non-Governmental Organizations generally involved in disaster response in the State of Connecticut. A detailed list of agency roles and responsibilities follows the chart.

GOVERNOR • STATE AGENCIES • NON-GOVERNMENTAL ORGANIZATIONS INVOLVED IN DISASTER RESPONSE



Department of Administrative Services (DAS)	Department of Energy and Environmental Protection (DEEP)	Office of Policy and Management (OPM)
Department of Agriculture (DoAg)	Dept of Emergency Services & Public Protection (DESPP) <hr/> Other Divisions: State Police (CSP) Fire Prevention & Control (CFPC) Fire Investigation & Emergency Telecommunications Forensic Laboratory Police Officers Standards and Training Council (POST)	Department of Public Health (DPH)
Department of Banking (DOB)		Department of Social Services (DSS)
Department of Children and Families (DCF)		Bureau of Rehabilitative Services
Office of State Comptroller (OSC)		Department of Transportation (DOT)
Department of Construction Services (DCS)		Department of Higher Education (DHE)
Department of Consumer Protection (DCP)	Department of Insurance (DOI)	United Way – 211
Department of Correction (DOC)	Department of Labor (DOL)	Adventists Community Services
Division of Criminal Justice	Office of the Chief Medical Examiner (OCME)	American Red Cross (ARC)
Department of Developmental Services (DDS)	Department of Mental Health and Addiction Services (DMHAS)	Salvation Army
State Department of Education (SDE)	Military Department	CT Voluntary Organizations Active in Disaster (CT VOAD)
Department of Economic and Community Development (DECD)	Department of Motor Vehicles (DMV)	

1. The State Role

A primary role of state government is to supplement and facilitate local efforts before, during and after incidents. The State provides direct and routine assistance to its local jurisdictions through emergency management program development and by routinely coordinating and collaborating with federal officials. Under the Stafford Act, the State is responsible for requesting federal emergency assistance for communities and tribal nations. The following section summarizes the roles of the Governor and key state agencies before, during and after an emergency, particularly in the event of a natural or other disaster:

a) GOVERNOR

- Responsibilities include but may not be limited to:
- Directing activation and implementation of the State emergency response plans (NOTE: This is a prerequisite to receiving federal assistance under the Robert T. Stafford Emergency Relief and Disaster Assistance Act, PL 93-288, as amended.);
- Directing and controlling emergency and non-emergency public information by assigning appropriate personnel to provide public information as specified in State emergency response plans.
- Ordering activation of National Guard units;
- Declaring civil preparedness emergencies and invoking emergency powers as appropriate under Section 28-9, Conn. Gen. Statutes, including but not limited to:
 - 1) ordering the evacuation of stricken or threatened areas and taking such steps as are necessary for the receipt and care of evacuees (Conn. Gen. Stat. §28-9(f));
 - 2) ordering into action local civil preparedness mobile support units or other civil preparedness forces (Conn. Gen. Stat. §§28-5(c), 28-6, 28-7(f), 28-9(b));
 - 3) ordering state agencies or instrumentalities to clear wreckage and debris from publicly or privately owned lands and waters (Conn. Gen. Stat. §28-9c);
 - 4) modifying or suspending statutes, regulations or requirements which conflict with the expeditious and efficient execution of civil preparedness functions (Conn. Gen. Stat. §28-9(a); and
 - 5) seizing and using real or personal property as the public exigency requires (Conn. Gen. Stat. §28-11);
- Declaring driving bans under Section 3-6, C.G.S. or ordering other appropriate actions necessary under Section 3-1, C.G.S
- Evaluating the need for federal disaster assistance and directing DEMHS to develop formal requests for Presidential disaster or emergency declarations or U.S. Small Business Administration disaster declarations as appropriate (Conn. Gen. Stat. §§28-9a, 28-9b, 28-9d);
- Directing the Department of Agriculture to develop formal requests for USDA assistance as appropriate;
- Inviting FEMA officials into the state during the pre-declaration phase of a disaster to observe disaster-related conditions in the state and to review the situation with state officials;
- Requesting or authorizing requests by the Adjutant General, State Coordinating Officer, or other appropriate official for specialized military assistance;
- Executing the Federal-State Agreement in the event of a Presidential disaster or emergency declaration;

- Making, in coordination with DEMHS, American Red Cross, and FEMA, public appeals for assistance for response and recovery;
- If appropriate, activating the Interagency Debris Management Task Force; and
- If appropriate, activating the State of Connecticut/ARC Disaster Relief Cabinet to solicit donations from member companies.

b) Connecticut State Agencies and Offices

All Agencies:

In addition to Common Tasks of State Agencies in Emergency Response listed in Section I(B) (General Emergency Operations Concepts), and fulfilling the mission assignments listed below, all agencies shall support emergency operations as specifically directed by the Governor's Office or through DEMHS. This may also include staffing the SEOC and Disaster Recovery Centers (DRCs) and developing public information as situations warrant.

DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)

Responsibilities include, but may not be limited to:

- Facilitating the acquisition of medical and food supplies.
- Providing vehicles and fuel to state employees with disaster or emergency assignments.
- Requesting, receiving, analyzing and summarizing reports from state agencies regarding the influence of the incident upon absenteeism within the state workforce and the essential functions that may be or are threatened as a result.
- Issuing state contracts for relief supplies, equipment, and services, as needed.
- Reviewing and updating the Debris Management Contract, as needed.
- Activating the contract at the direction of the Interagency Debris Management Group.
Requesting that state agencies activate their Incident Management Teams, monitor directions from the EOC command staff, report their status and problems through the WebEOC, and carry out their Continuity of Operations plans.

DAS - Facilities Management

Responsibilities include but may not be limited to:

- Monitoring state facilities in impacted areas for security and damage related effects.
- Assisting in identifying and opening shelters at state owned facilities. and
- Approving the leasing of all state property and maintaining an inventory of same.

DAS – Information Technology Services

Responsibilities include, but may not be limited to:

- Supporting and restoring the communications infrastructure; facilitating the recovery of systems and applications from cyber attacks; and coordinating Federal communications support to response efforts during incidents requiring a coordinated Federal response.
- Addressing cyber security issues that result from or occur in conjunction with incidents.
- Staffing the State EOC and DRCs; may also staff JFOs, JICs, JOCs and other facilities as requested by DEMHS.
- Providing telecommunication support in Emergency Management facilities as needed.
- Arranging for information technology equipment, installation, repair, programming, and troubleshooting at the State EOC and at other locations as needed and requested.

- Facilitating the acquisition of communications and information technology equipment and services.
- Requesting and coordinating activities through the National Communication Service for emergency telecommunications service priority (TSP) and wireless priority services (WPS).
- Activating the DOIT ECC and Communications Center.
- Monitoring and reporting on the condition of the state agency telecommunications infrastructure.
- Coordinating agency business continuity and information technology disaster recovery plans in conjunction with agencies' staff, to include the activation of our out of state hot site when necessary.
- Providing coordination and support for statewide geospatial information resources through the State Geospatial Council, as needed.

DEPARTMENT OF AGRICULTURE (DoAg)

Responsibilities include but may not be limited to:

- Assessing the agricultural impact of any disaster or emergency and providing DEMHS with such written reports as it may require for use in developing requests for Presidential disaster or emergency declarations;
- Developing for the Governor formal requests for agricultural assistance from the United States Department of Agriculture (USDA); and
- Monitoring agricultural products for bacteriological contamination and implementing appropriate controls.

DEPARTMENT OF BANKING (DOB)

Responsibilities include but may not be limited to:

- Regulating state chartered banks, credit unions and other financial institutions in emergencies declared by the Governor.
- Regulating the sale of investment securities to Connecticut residents as well as the conduct of brokerage firms and their personnel involved in such sales, subject to such emergency controls as may be imposed by the Governor and/or at the national level.
- The securities markets are national in scope. Therefore, the Department of Banking has established close working relationships with the Boston and Washington, DC offices of the Securities and Exchange Commission; the Financial Industry Regulatory Authority (FINRA), a self-regulatory organization created under the Securities Exchange Act of 1934; and major exchanges such as the New York Stock Exchange to respond to major threats. Any biological, radiological or other major attack impacting the ability of the securities markets to process trades would clearly have an adverse effect on Connecticut residents. In addition, note that the NASDAQ Exchange maintains an Operations Command Center for monitoring NASDAQOMX systems in Shelton, Connecticut. Additionally, the Department of Banking would notify the Federal Reserve, the Conference of Bank Supervisors, the CT Credit Union League, CT Bankers Assoc., and the National Association of State Credit Union Supervisors.

DEPARTMENT OF CHILDREN AND FAMILIES (DCF)

Responsibilities include but may not be limited to:

- Implementing the State of Connecticut Behavioral Health Disaster Plan with partners at the Department of Mental Health and Addiction Services and the University of Connecticut

Health Center through the CT Disaster Behavioral Health Response Network (CT-DBHRN).

- Coordinating the provision of psychological first aid services for victims and their families at a family assistance center if established or at other appropriate location.
- Coordinate the provision of psychological first aid for emergency responders at the scene.
- Providing medical support to the Department of Public Health as outlined in plans for addressing pandemic flu and other community health issues impacting children and families.
- Coordinating the provision of behavioral health services to children and families affected by incidents involving chemical agents or weapons of mass destruction.
- Coordinating with Federal Agencies and or nongovernmental support/response:
 - Substance Abuse and Mental Health Services Administration (through DBHRN)
 - Center for Mental Health Services
 - Center for Substance Abuse Treatment
 - Center for Substance Abuse Prevention
 - Federal Emergency Management Agency (FEMA) (through DBHRN)
 - Crisis Counseling Grant – Immediate Services
 - American Red Cross Behavioral Health (through DBHRN)
 - DCF Network of contracted medical, behavioral health, and community support services including but not limited to Outpatient Psychiatric Clinics for Children (OPCC) and Emergency Mobile Psychiatric Services.

OFFICE OF THE STATE COMPTROLLER (OSC)

Responsibilities include but may not be limited to:

- Designing an accounting system for disaster funds to meet federal regulations.

DEPARTMENT OF CONSTRUCTION SERVICES (DCS)

Responsibilities include but may not be limited to:

See Public Act No. 121-51, Section 45, 94.

- Office of the State Fire Marshal
- Office of the State Building Inspector

DEPARTMENT OF CONSUMER PROTECTION (DCP)

Responsibilities include but may not be limited to:

- Inspecting food establishments, warehouses, supply houses, slaughterhouses and processors affected by a disaster, and issuing appropriate regulatory orders to ensure consumer safety. Additional assets from Liquor and Drug Control would be utilized.
- Developing public information, especially during the recovery phase, to advise disaster victims about dealings with contractors, good consumer practices, etc.
- Providing food, medical and pharmaceutical supplies.
- Implementing and maintaining the statewide database that assists the “Cities Readiness Initiative” from the Center for Disease Control (CDC) that enables the critical infrastructures and closed Points of Dispensing (PODs) to establish the pre-event inventory requirements of antibiotics; and medical supplies
- Assisting in the Chempack program.
- DCP partners: DCP would interact with FDA, USDA, CSP, DEA, CDC as well as local health & public safety entities. In the event of an attack on the food supply DCP inspectors would work with FDA and USDA assets to identify, isolate, and properly dispose of

contaminated foodstuffs. Local and State law enforcement agencies would assist in this process.

DEPARTMENT OF CORRECTION (DOC)

Responsibilities include but may not be limited to:

- Assisting other state agencies as requested with the evacuation of institutionalized and/or other special needs persons through the limited provision of vehicles and personnel.
- Providing mass food or shelter services as possible.
- Providing staff to augment any field offices in direct relation to any DOC facilities.
- Assisting with security and law enforcement as requested by Connecticut State Police (CSP) in relation to facility perimeters.
- Providing technical assistance, personnel, and equipment in direct relation to any agency facility or building.
- In consultation with the Incident Commander and the Commanding Officer of CSP Emergency Services, assuming Incident Command of any situation requiring a tactical response to any DOC facility or building.
- Deploying the DOC Tactical Operations Unit to:
 - Standby for and conduct a Tactical Operation (if necessary) on any DOC facility or building.
 - Provide any other specialized services and/or equipment as needed.
- Providing DOC transport buses to assist with evacuation of any DOC facility or building or for other needs as deemed necessary by the Incident Commander.
- If DOC facilities or buildings are involved, providing public information through the JIC regarding status.

DIVISION OF CRIMINAL JUSTICE

Responsibilities include but may not be limited to:

- Staffing the FBI Command Post, Joint Operations Center (JOC) and Joint Information Center (JIC), as requested by the FBI or DEMHS to provide legal advice as to Connecticut criminal laws and procedures and to coordinate state prosecutorial resources.

DEPARTMENT OF DEVELOPMENTAL SERVICES (DDS)

Responsibilities include but may not be limited to:

- Notifying DDS facilities of the emergency and determining if assistance is required.

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT (DECD)

Responsibilities include but may not be limited to:

- Assessing the impact of a disaster/ emergency upon businesses, industries and the general economy of CT or affected area and providing DEMHS with such written reports as may be required.
- Providing qualified personnel to serve on joint Federal/State Preliminary Damage Assessment (PDA) Teams as requested by DEMHS.
- Implementing housing assistance plans, in coordination with DEMHS following Presidential declaration of disaster if the State elects to administer this program.
- Maintaining up-to-date lists of local housing providers (LHAs, Nonprofits) and local rental assistance providers for use in locating available housing.

STATE DEPARTMENT OF EDUCATION (SDE)

Responsibilities include but may not be limited to:

- Facilitating communication and public information with school systems.
- Assisting with crisis counseling.

DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION (DESPP)

Responsibilities include but may not be limited to:

DESPP - Division of Emergency Management and Homeland Security (DEMHS)

- DEMHS primary functions in the EOC during activation are:
 - Situation Assessment
 - Incident Priority Determination
 - Critical Resource Acquisition and Allocation
 - Support Relevant Incident Management Policies and Interagency Activities
 - Coordinating with other MAC systems (Other State EOCs, etc.)
 - Coordinating with the Locals (EMDs, Local Chief Executive Officers, etc.)
 - Support and Maintain the Common Operating Picture (collecting and analyzing and reporting information (Situation Reports), maintaining the JIC.
- Coordinating Interoperable communications.
- Activating volunteer civil preparedness forces.
- Activating Urban Search and Rescue (USAR) as requested.
- Coordinating and disseminating public information.
- Maintaining and implementing the State Radiological Emergency Response Plan (RERP) for events at Millstone Station in Waterford, CT or Indian Point in Buchanan, NY as appropriate.
- Conducting hazard mitigation activities as appropriate.
- Serving on the Debris Management Task Force and implementing the State Debris Management Plan.
- Coordinating activities with the DEMHS Office of Counter Terrorism, as appropriate
- Determining the need for, requesting, and coordinating a Preliminary Damage Assessment (PDA) of the disaster-affected areas in conjunction with FEMA.
- Drafting, for the Governor's signature, formal requests for Presidential disaster and emergency declarations under the Stafford Act and for U.S. Small Business Administration disaster declarations.
- Determining number and location of Disaster Recovery Centers (DRCs) in conjunction with FEMA.
- Coordinating the federal/state meeting subsequent to a Presidential declaration.
- Coordinating state agency staffing of DRCs, Disaster Field Offices (DFOs) and Joint Field Offices (JFOs) as appropriate.
- Disseminating emergency data and information to local governments, state, and federal agencies.
- Documenting DEMHS emergency management activities.

DESPP - Division of State Police

- Responsible for conducting both criminal and motor vehicle investigations in 82 of the 169 towns in Connecticut.

- Responsible for patrolling 600 miles of limited access highways, 7,000 miles of state and local roads.
- Receiving and relaying warnings to local governments as per the State Warning Plan.
- Controlling access to dangerous or impassable sections of state-maintained and/or state-patrolled roads; Controlling traffic and access on State roads and highways traversing or passing near the incident scene.
- Monitoring dams, particularly state dams, as requested by the CT Department of Emergency and Environmental Protection (DEEP), for high water levels and visible signs of loss of structural integrity and notifying appropriate state and local officials.
- Relaying warnings received from CONVEX (Connecticut Valley Electric Exchange) regarding hydroelectric dam releases and/or possible dam failures to appropriate state and local officials in accordance with specific warning plans for individual dams.
- Providing assistance, as requested, to local civil preparedness forces primarily for the purposes of search and rescue, route alerting, anti-looting, traffic control, curfew enforcement, and limiting access to a disaster area.
- Providing emergency transportation for state and federal officials.
- Assisting with victim identification through fingerprint, dental and DNA analysis.
- Exercising Incident Command System (ICS) authority, as available (e.g. agent detection, reconnaissance for living victims, etc.).
- Assisting local law enforcement with perimeter security, access control, and anti-looting patrols of evacuated areas
- Deploying the State Police Emergency Services Unit (ESU) which will provide specialized services and equipment as requested by the Incident Commander such as:
 - Bomb Squad
 - Incidents involving explosives
 - Search for explosives (K9)
 - Fireworks seizures
 - Storage of explosive evidence (**not** including IED's) as evidence
 - Technical assistance for Post Blast Investigations
 - Destruction of old ammunition, flares and chemical munitions
 - In the case of a crime scene or investigation of a suspected Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident, the DPS Emergency Services Unit (ESU) shall assume responsibility for collection, packaging, and transportation of evidence in accordance with an MOU with the FBI who has primary jurisdiction in such incidents.
 - Hazardous Materials Technician assistance
 - Any incident involving the use or threatened use of a Weapon of Mass Destruction including Chemical, Biological, Radiological, Nuclear, High Yield Explosives (CBRNE) types of Incidents.
 - Dive and Marine Unit
 - Any emergency in a marine environment including:

- Lost boaters
- Search & rescue
- Underwater evidence recovery
- Hull and pier sweeps
- Tactical Team
 - Any high risk incident including:
 - Barricaded subjects; hostage situations; searches for armed and dangerous subjects
 - High risk warrant service
 - Special transportation protection (e.g. high risk prisoners, narcotics, firearms)
 - Dignitary protection
 - Crisis Negotiators for any tactical situation as well as suicidal individuals threatening the use of physical force against themselves or another.
- Civil Disturbance teams for any civil disturbance or riot situation -Minimum Control Forces will be provided by each State Police district command and still be able to provide adequate patrol coverage and response.
- Canine assistance is available for the following types of situations:
 - Tracking, building search, criminal apprehension
 - Search and rescue
 - Body recovery
 - Searches for explosives, narcotics and evidence of accelerants in suspected arson situations
 - Training in the above areas for those agencies meeting the needs requirements
- Aviation assistance is available for the following types of situations:
 - Surveillance
 - Traffic enforcement
 - Search and rescue
 - Marijuana field location and eradication
 - Aerial photo missions
 - Tactical operations and medical transport
- Emergency Medical support is available for tactical situations, Weapons of Mass Destruction incidents, mass casualty incidents, and search and rescue.
- Central Criminal Intelligence Unit provides electronic surveillance and special equipment for intelligence monitoring / communication.
- Public Information Office The Public Information Office gathers and disseminates timely and accurate information regarding law enforcement efforts to the public through various print and broadcast media in the State of Connecticut.

DESPP – Commission on Fire Prevention and Control (CFPC)

Responsibilities include but may not be limited to:

- Activating and implementing the State of Connecticut Statewide Fire Service Disaster Response Plan.
- Movement and/or staging of pre-identified Task Forces, Strike Teams or resources for timely response into an affected area.
- Staffing the State EOC and/or DEMHS Regional Office to assist with mutual aid from the Statewide Fire Service.
- Assisting with collection and/or dissemination of information from the Fire Services.

DESPP – Police Officers Standards and Training Council (POST)

Responsibilities include but may not be limited to:

- Assisting with collection and/or dissemination of information from local law enforcement agencies.

DEPARTMENT OF ENERGY AND ENVIRONMENTAL PROTECTION (DEEP) –

(Note: many of the State's utility companies report to the directly to the EOC - in person or via email/phone – therefore the actions below may be handled by the utilities.)

Responsibilities include but may not be limited to:

- Investigating, monitoring and advising on the condition of private, municipal and State dams:
- Implementing the DEEP Oil and Chemical Spills Plan as appropriate.
- Assessing radiation risks from radiological sources and releases of radioactive material.
- Activating the New England Compact on Radiological Health as appropriate.
- Providing technical assistance to law enforcement and local officials regarding radiological sources and radioactive material.
- Coordinating with the US Nuclear Regulatory Commission and other federal agencies regarding inspection of radiological sources and radioactive material.
- Coordinating with the US Nuclear Regulatory Commission and other federal agencies regarding response to radiological sources and radioactive material.
- Developing public information, in coordination with the Governor's office, relative to environmental health hazards, including but not limited to, severe storms, tornadoes, floods, hurricanes, and coastal storms.
- Evacuating and securing all DEEP-owned land as necessary.
- Conducting search and rescue operations on DEEP-owned land, and assisting with other search and rescue operations through the provision of rescue boats and crews.
- Inspecting municipal water pollution control facilities and advising on protective actions and repairs.
- Providing technical assistance to local officials regarding the operations and management of dikes, dams, and other water control structures.
- Advising on the feasibility of land use for temporary housing sites and mass burial sites.
- Serving on the Debris Management Task Force and implementing the State Debris Management Plan.
- Advising on timber salvage, emergency debris disposal, and open burning.
- Notifying bulk oil terminal storage facilities of anticipated flood conditions and water levels, providing technical assistance to terminal operators.
- Assisting FEMA with the development of 15- and 90-day Hazard Mitigation Reports following a Presidential disaster or emergency declaration.
- Development of 180-day State Hazard Mitigation Plans following Presidential disaster declaration.
- Requesting emergency funding from appropriate federal agencies for stream channel restoration, clearing, or other emergency work.
- Documenting agency emergency response activities, flood warning operations, and recovery actions.

- Coordinating with the U.S. Army Corps of Engineers regarding operation of Corps flood control projects in an emergency, ice jams, and other situations with flooding implications that may require involvement by the Corps.
- Coordinating with the U.S. Coast Guard, as appropriate, regarding the USCG's National Strike Team which may be called upon to react to major incidents of oil pollution or hazardous release.
- Assisting state agencies and local authorities with emergency debris removal.
- Providing qualified personnel to serve on Joint Federal/State Preliminary Damage Assessment (PDA) Teams.
- Operating the State Automated Flood Warning System.
- Requesting federal fire suppression assistance.
- Monitoring and reporting to DEMHS on the restoration, maintenance and operation of utility services.
- Providing DEMHS with periodic updates on utility company operations and service interruptions throughout the emergency phase.
- Developing and submitting to DEMHS such written reports as it may require regarding the impact of a natural disaster upon utility operations.
- DEEP partner organizations:
 - New England Conference of Public Utility Commissioner (NECPUC) - provides regional regulatory assistance on matters of common concern to the six New England states. It addresses issues challenging the electricity, gas, telecommunications and water industries.
 - Independent Systems Operator of New England (ISO-NE) - ensures the day-to-day reliable operation of New England's bulk power generation and transmission system.
 - Federal Energy Regulatory Commission (FERC) - an independent agency that regulates the interstate transmission of electricity, natural gas, and oil.

DEPARTMENT OF HIGHER EDUCATION (DHE)

Responsibilities include but may not be limited to:

- Coordinating shelter, mass feeding, non-surgical medical care, and temporary housing at state colleges, regional community colleges, and the University of Connecticut, depending upon student populations.

DEPARTMENT OF INSURANCE (DOI)

Responsibilities include but may not be limited to:

- Assisting in the determination of insurance coverage and damage assessment, as requested by DEMHS, through adjusters affiliated with Connecticut insurance companies.
- Providing qualified personnel to serve on Joint Federal/State Preliminary Damage Assessment (PDA) Teams.
- Coordinating with DEMHS on insurance disaster recovery issues, including liaison with insurance companies and public messaging.

JUDICIAL BRANCH

Responsibilities include but may not be limited to:

- Providing foreign language interpreters as requested by DEMHS to assist with public information and to assist disaster victims in applying for disaster assistance.

- Disposing of civil and criminal actions arising out of emergency or disaster situations, including possible hearings regarding quarantine and/or isolation of individuals.
- Providing assistance from Judicial Marshal Services to support first responders in emergency or disaster situations that may require additional support, such as use of lock-up facilities, transportation services and alternative modes of communications as needed.

DEPARTMENT OF LABOR (DOL)

Responsibilities include but may not be limited to:

- Assessing damages to commercial and industrial structures, limited to safety assessment;
- Evaluating impact of a disaster or emergency on employment and developing and submitting to DEMHS such written reports concerning disaster-caused unemployment as DEMHS may require.
- Providing administration and operation of unemployment assistance.
- Soliciting additional manpower to assist in recovery operations as needed.
- Developing formal requests for federally provided worker health/safety assistance, in accordance with CT Labor Department's authority under CGS 31-368.

OFFICE OF THE CHIEF MEDICAL EXAMINER (OCME)

Responsibilities include but may not be limited to:

- Dispatching a representative to the Incident Command Post to authorize the movement of deceased persons by responders at the scene and to authorize removal of deceased persons from the scene.
- Providing and coordinating victim identification and mortuary services.
- Determining facilities to be used as temporary morgues.
- Developing requests through and in coordination with State EOC/DEMHS for Federal assistance to:
 - Assist in victim identification and mortuary services, including:
 - National Disaster Medical System (NDMS)
 - Disaster Mortuary Services Teams (DMORTs)
 - Setting up and operating temporary morgue facilities.
 - Processing, preparing, and disposing of remains.

DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES (DMHAS)

Responsibilities include but may not be limited to:

- Implementing the State of Connecticut Behavioral Health Disaster Plan with partners at the Department of Children and Families and the University of Connecticut Health Center through the CT Disaster Behavioral Health Response Network. (CT-DBHRN).
- Coordinating the provision of psychological first aid services for victims and their families at a family assistance center if established or at other appropriate location.
- Coordinating and providing behavioral health services to adults affected by incidents involving chemical agents or weapons of mass destruction.
- Coordinating the provision of debriefings for emergency responders at the disaster scene, when appropriate and within resources.
- Federal and non-governmental partners:
 - Substance Abuse and Mental Health Services Administration
 - Center for Mental Health Services
 - Center for Substance Abuse Treatment

- Center for Substance Abuse Prevention
- Federal Emergency Management Agency (FEMA)
- Crisis Counseling Grant – Immediate Services
- American Red Cross Behavioral Health

MILITARY DEPARTMENT

Responsibilities include but may not be limited to:

- Activating appropriate National Guard units upon direction of the Governor.
- Staffing the State EOC on a 24-hour basis as requested by DEMHS. (as an agency in the EOC)
- Providing the following support services as directed by the Governor or requested by DEMHS. [*The Military Department has the capability to provide all of these functions/resources; however, capacity will be significantly diminished as each successive mission is assigned.*]:
 1. evacuation assistance;
 2. search and rescue operations;
 3. anti-looting, access and traffic control, and curfew enforcement (declared emergencies only);
 4. transportation of state and federal officials;
 5. road and bridge repairs; (Road repair can only be conducted as an emergency measure to restore basic traffic ability; we do not have the capability to return roadways to full, standard capability. Bridge repair is very limited and only as an extreme measure.)
 6. clearance of debris;
 7. emergency communications support;
 8. sandbagging operations (providing personnel and equipment);
 9. aerial damage assessment during or immediately following the emergency;
 10. fire suppression;
 11. stream channel clearance;
 12. provision of emergency resource equipment (water trailers, generators, etc.) to appropriate state agencies for use and/or distribution as prioritized by the cognizant (i.e., receiving) state agency;
 13. provision of shelter support at National Guard Armories;
 14. Supporting the transportation of Red Cross equipment (cots);
 15. logistical management operations;
 16. deployment of Civil Support Team; and
 17. Request CBRNE Enhanced Response Force Package (CERFP) through the National Guard Bureau to provide technical assistance, personnel, and equipment to assist with mass decontamination.
- If possible, pre-positioning personnel, equipment and supplies in anticipation of a disaster's impact.
- Documenting agency emergency response activities.
- Providing written reports on disaster- or emergency-related expenditures and National Guard activities as requested by DEMHS.

DEPARTMENT OF MOTOR VEHICLES (DMV)

Responsibilities include but may not be limited to:

- Assisting other state agencies as requested with the evacuation of institutionalized and/or other special needs persons through the limited provision of vehicles and personnel.
- Assisting the State Police through the provision of uniformed inspectors as requested. Providing communications support as necessary.
- With the Governor's approval, obtaining grant extensions of core business functions such as registrations, licenses, emissions, permits, etc. (CGS §3-6a and §28-1)
- Providing emergency transportation for State and Federal officials
- Assisting with the identification of motor vehicles in support of the Debris Management Plan.

OFFICE OF POLICY AND MANAGEMENT (OPM)

Responsibilities include but may not be limited to:

- Providing information (census data, budget information, etc.) as requested by DEMHS for use in the development of requests for a Presidential disaster or emergency declarations.
- Expediting establishment of special accounts for disaster assistance funds and taking other actions necessary to expedite the availability of disaster assistance funds to local governments and individual disaster victims.
- Locating supplies of fuel for emergency vehicles and making recommendations for fuel allocations.
- Assisting in the implementation of the State Disaster Debris Management Plan.

DEPARTMENT OF PUBLIC HEALTH (DPH)

Responsibilities include but may not be limited to:

- Implementing the State of Connecticut Public Health Emergency Response Plan.
- Assisting public health and sanitation efforts through the use of state laboratories;
- Support statewide efforts for immunization of the general public or selected population groups.
- Supporting Local Health, Hospitals, Extended Care, Day Care, Community and School Based Health Centers facilities during emergencies.
- Assisting the Governor's Office with public information on public health matters including:
 1. provision of information on safety of food at homes and at commercial locations such as restaurants and retail markets;
 2. provision of information on cleanup and decontamination; and
 3. potable water supply issues.
- Coordinating with DEMHS, Military, State Police and DCP on requests for the Strategic National Stockpile (SNS) as needed.
- Assisting DEEP and local health departments in assessing biological, chemical and radiation risks.
- Coordinating the implementation of the Statewide EMS Mobilization Plan.
- Providing support to staff request made from ESAR-VHP (Electronic System for Advanced Registration of Volunteer Health Professionals).
- Acting as the State counterpart agency for Federal health/medical assistance by directing and coordinating all arriving Federal health/medical personnel, equipment, and supplies until assigned to an appropriate ICS authority by the Incident Commander and notify State EOC/DEMHS of these actions.

- Providing toxicological and health risk assessment regarding any chemical release thru State Public Health Laboratory.
- Coordinating with the DPH Laboratory, the CDC and hospital emergency departments for the collection, packaging, shipping, and analysis of patient clinical specimens.
- Considering requests for activation of the state's mobile field hospital and Disaster Medical Assistance Teams.
- Conducting Information exchanges using MedSAT and WebEOC.
- Communicating with receiving hospitals on survey of casualty information to assess total number of casualties from the event.
- Developing formal requests for Federally provided health/medical assistance to support health care facilities, EMS providers, and public health officials in the following functional areas:
 - Assessment Teams for Health/Medical Needs
 - Health Surveillance Systems
 - Medical Care Personnel including but not limited to Disaster Medical Assistance Teams (DMATs), Specialized DMATs, and Disaster Mortuary Teams (DMORTs)
 - Health/Medical Equipment and Supplies [e.g. Strategic National Stockpile, CHEMPACK (organophosphate antidotes), MARK 1 kits]
 - Patient Evacuation to Definitive Medical Care Facilities that are part of the National Disaster Medical System (NDMS) network
 - In-Hospital Care at Facilities in the NDMS Network
 - Food/Drug/Medical Device Safety
 - Chemical Hazards Effects/ Treatment/Decontamination
 - Public Health Information
 - Potable Water/Wastewater/Solid Waste Disposal
 - Assessment of public (DWS) and private (EHS) drinking water systems
 - Analysis of patient specimens for chemical agents
 - Track patient clinical samples

DEPARTMENT OF SOCIAL SERVICES (DSS)

Responsibilities include but may not be limited to:

- Assisting elderly disaster victims in obtaining ongoing agency services including:
 1. Chore and handyman services
 2. Transportation
 3. Nutrition assistance
 4. Legal aid
 5. Ombudsman services
 6. Connecticut Community Care, Inc. assessment services for those at risk of inappropriate institutionalization
 7. Area Agencies on Aging
 8. Protective Services for Elders
 9. Assisting elderly disaster victims in applying for state and federal assistance

DSS - Bureau of Rehabilitative Services

- Providing interpreters as requested by the Governor's Office or DEMHS to assist with public information for the deaf and to assist deaf disaster victims in applying for disaster assistance.

DEPARTMENT OF TRANSPORTATION (DOT)

Responsibilities include but may not be limited to:

- Signing and barricading unsafe or impassable state highways;
- Closing appropriate rail and airport facilities as a result of damage or other unsafe conditions.
- Inspecting, repairing, condemning and/or demolishing state-maintained transportation facilities.
- Providing Transit Authority buses and drivers to assist with the evacuation of persons needing transportation.
- Providing public information, in coordination with the Governor's Office, relative to road conditions and closures, flight service, train schedules, and ferry operations.
- Clearing debris from state-maintained roads.
- Advising the Governor on such matters as:
 1. The need to declare driving bans.
 2. The need for National Guard/Military Department personnel and equipment relative to the repair or protection of transportation facilities.
- Providing assistance in the regulation of the use of inland waterways and coastal waters by non-military marine craft.
- Coordinating with U.S. Coast Guard Captain of the Port authority in relation to the closing and subsequent reopening of ports and waterways
- Providing qualified personnel to serve on Joint Federal State Preliminary Damage Assessment (PDA) Teams.
- In accordance with the State of Connecticut Disaster Debris Management Plan, providing assistance to municipalities for the purposes of debris clearance, inspection, repair and/or condemnation of transportation facilities, once departmental priorities have been met and providing limited assistance in search and rescue operations.
- Notifying the State EOC of disruptions or impending disruptions to the transportation system (e.g., road closures, bridge outages, damage to railways, etc.) and rectification of such disruptions
- Preparing formal requests for financial assistance from the Federal Highway Administration.
- Providing traffic management assistance through the DOT Highway Incident Management System.

UNIVERSITY OF CONNECTICUT HEALTH CENTER, CONNECTICUT POISON CONTROL CENTER

Responsibilities include but may not be limited to:

- Providing advice and consultation to health care providers and the general public regarding the management of chemical exposures.
- In the event of a chemical terrorist attack or a Hazmat situation with the potential for chemical exposure and/or injuries, assisting in the coordination of hospital response by relaying information regarding known or possible chemical entities, as well as providing information regarding potential antidotes and their availability. Efficient deployment of these functions is dependent on early communication by first responders with the CPCC to identify substances involved or initial symptoms of those injured, as well as utilization of the C-MED/RCC system with hospital notifications.

- Utilizing toxicology clinic for subsequent follow-up of victims, or coordination of follow-up with other medical providers.
- Exposure data collected by the CT Poison Control is shared with the American Association of Poison Control Centers in near real-time and they in turn share it with the CDC.

c) **Local Partners**

The responsibility for responding to incidents, both natural and manmade, begins at the local level—with individuals and public officials in the municipality affected by the incident. Local leaders work with their emergency managers and first responders to prepare their communities to manage incidents locally. The Chief Elected or Administrative Official (“Chief Executive Officer”) is responsible for ensuring the safety and welfare of the people of that jurisdiction. Specifically, the Chief Executive Officer provides strategic guidance and resources during preparedness, response and recovery efforts. Emergency management, including preparation and training for effective response, is a core obligation of local leaders. See Connecticut General Statutes §§28-7, 28-8, 28-8a.

Significant incidents require a coordinated response across agencies, jurisdictions, political boundaries, and organizations.

Chief Executive Officers help their communities to prepare for, respond to, and recover from potential incidents. Key responsibilities include:

- Establishing strong working relationships with local jurisdictional leaders and core private sector organizations, voluntary agencies and community partners.
- Participating in emergency management planning, training and exercises.
- Supporting participation in local mitigation efforts.
- Ensuring that local emergency plans take into account the needs of the jurisdiction and that the plans are reviewed annually and updated as necessary in accordance with Connecticut General Statutes §28-7(a).
- Encouraging residents to participate in volunteer organizations and training courses.

The Local Emergency Management Director (EMD) has the day-to-day authority and responsibility for overseeing emergency management programs and activities. He or she works with the Chief Executive Officer, appointed officials and first responders to ensure that there are unified objectives with regard to the municipality’s emergency plans and activities. The local EMD is assisted by, and coordinates the efforts of, employees in departments and agencies that perform emergency management functions. Department and agency heads collaborate with the local EMD during development of the Local Emergency Operations Plan, and provide key response resources. Participation in the planning process ensures that specific capabilities (e.g., firefighting, law enforcement, emergency medical services, public works, social services, environmental and natural resources agencies) are integrated into a workable plan to safeguard the community.

Each Local Emergency Management Director also has key responsibilities, including:

- Coordinating the planning process and working cooperatively with other local agencies and private-sector organizations.

- Developing mutual aid and assistance agreements.
- Coordinating damage assessments during and after an incident.
 - Advising and informing local officials about emergency management activities before, during, and after an incident.
 - Developing and executing public awareness and education programs.
 - Conducting exercises to test plans and systems and obtain lessons learned.
 - Involving the public, governmental partners, private sector and non-governmental organizations in planning, training and exercises.
 - Operating as the point of contact with the Division of Emergency Management and Homeland Security (DESPP/DEMHS).

(See Connecticut General Statutes §§28-7, 28-8 and 28-8a for examples of local responsibilities regarding emergency management.)

[Volunteerism is also a crucial element in successful emergency management. In Connecticut, many municipalities have Community Emergency Response Teams (CERT), organized under a local official. See the DEMHS web site for more information on the CERT program, as well as the Advisory Bulletins and Standard Operating Procedures and forms related to CERT activations.]

d) Regional Partners

Each DEMHS Region has a Regional Emergency Planning Team (REPT). The REPTs include CEOs and representatives from the RESFs (Regional Emergency Support Functions).

The responsibilities of these regional partners include:

- Fostering collaborative planning.
- Providing assistance to the local Incident Commander and the Emergency Management Director.
- Providing for expanded mutual aid through the activation of the Regional Emergency Support Plan.
- Providing collaborative resource development and allocation of available funds.

(See Connecticut General Statutes §28-22a for the Intrastate Mutual Aid System, which provides the guidelines for each municipality in Connecticut to provide mutual aid assistance to any other municipality in the state.)

e) Emergency Support Functions At The State And Local/Regional Level

DEMHS Advisory Bulletin 2007-1 outlines the role of emergency support functions (ESFs) in Connecticut. As described in Advisory Bulletin 2007-1, the definition of an ESF in Connecticut as used by DEMHS at the state and regional level has been modified somewhat from the definition used in the National Response Framework, in order to coordinate with the current organizational composition, command structure and requirements of the Connecticut emergency management community.

The rationale behind the use of the ESF structure and terminology is to encourage all levels of government in the State of Connecticut to work in a coordinated and standardized manner with our sister states, as well as with federal entities. The use of standardized functional categories will help to create a seamless transition from local to state to federal emergency management.

The following definitions and assumptions apply to ESFs in Connecticut:

- An ESF is defined as a discipline-oriented working group. ESFs at both the state and local level are intended to foster collaborative planning within a particular discipline, and not to alter existing incident management coordination. The ESF structure is intended to provide a resource tool for the Incident Commander, not to replace or interfere with any established unity of command.
- The DEMHS Regional Emergency Planning Teams, including any ESF subcommittees, are intended to develop regional resource coordination. During an incident, these Regional Emergency Planning Teams are not intended to provide a command and control vehicle—they are strictly to provide resource information, through the DEMHS Regional Coordinator, both down to the appropriate local communities and up to the SEOC.
- See DEMHS SEOC SOP, Section IV of this Framework, for more detail re: the relationship between DEMHS and Regional Partners.

f) Non-Governmental Organizations (NGO)

Government agencies are responsible for protecting the lives and property of their citizens and promoting their well being. The government cannot, and does not, do this work alone, however. In many facets of an incident, government agencies work with private-sector groups as partners in emergency management. One critical component of the private sector are the non- governmental organizations (NGOs) that provide aid to people in need. In Connecticut, many of these NGOs belong to the organization known as Connecticut Volunteer Organizations Active in Disaster or CT VOAD. A number of NGOs have agreements with the State of Connecticut to supply various types of assistance before, during and after an incident. (See Section II of this Framework) For example, the Red Cross provides mass care; the Salvation Army provides canteen services; United Way 2-1-1 provides information dissemination/collection and rumor control; and the Adventist Community Service provides donations management.

NGO responsibilities may include but are not limited to:

- Identifying shelter locations and needed supplies in cooperation with local Emergency Management Directors.
- Identifying and coordinating emergency food supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, or assistance with post-emergency cleanup.
- Providing counseling services to disaster victims.
- Providing support services to the response and recovery of the incident.

g) Private Sector

Many private sector entities are responsible for operating and maintaining portions of local, state and national critical infrastructure/key resources, which are publicly or privately

controlled resources essential to operation of the economy and government. During an incident, key private sector partners should be involved in the local crisis decision making process or at least have a direct link to key local emergency management directors. Communities cannot effectively respond to, or recover from, incidents without strong cooperative relations with the private sector. When an incident escalates to require state involvement, key private sector partners, such as public utilities, may be engaged by DEMHS to participate in the Multi- Agency Coordination (MAC) system virtually or at the SEOC itself. Such interaction may occur in a number of different ways, including through CT Infraguard.

Private sector responsibilities may include but are not limited to:

- Planning for the protection of employees, infrastructure and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for the response to and recovery from incidents that impact their infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency plans before an incident occurs.
- Establishing mutual aid and assistance agreements (where appropriate) to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.
- Particularly for public utilities at the SEOC, maintaining situational awareness by reporting outage numbers; staffing of internal and local EOCs; providing situation reports; communicating restoration priorities and activities.

h) Federal Partners

The Governor, through the Multi-Agency Coordination System, may request assistance from the federal government, including, through DEMHS, under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988, which amended the Disaster Relief Act of 1974, PL 93-288. Connecticut is located in FEMA Region 1: The Headquarters for FEMA Region 1 is in Boston, Massachusetts. FEMA Region 1 is headed by a Regional Administrator. Other federal resources and coordination with the state may be found in specific plans.

i) Interstate Partners

Connecticut works with other states and nations, to develop robust mutual aid and other collaborative efforts. Emergency Management Partnerships include: the Northeast States Emergency Consortium (NESEC), comprised of the state emergency management directors and other personnel from the six New England states, New York and New Jersey; the Regional Catastrophic Planning Team, comprised of planning and emergency management representatives from New York State and City, New Jersey, Connecticut and Eastern Pennsylvania; and the International Emergency Management Group (IEMG), comprised of the New England States and the Eastern Provinces of Canada. Emergency Management Compacts to which Connecticut belong include the Emergency Management Assistance Compact (EMAC), a mutual aid system among all of the states (Connecticut General Statutes §28-23a)

and the International Emergency Assistance Compact (Connecticut General Statutes §28- 22d). Generally, requests by the State of Connecticut for mutual aid from other states or countries are made through DEMHS, at the direction of the Governor.

Appendix A

Connecticut Plans, Resources & Initiatives

Intentionally Blank

State of Connecticut
State Response Framework (SRF)

Appendix A
Connecticut State Plans, Resources & Initiatives

Table of Contents

	Tab - Appendix A
A. Support Plans	1
B. Incident Plans	8
C. Historic Event-Specific Plans	11
D. Partnerships- Memoranda of Agreement/Understanding	12
E. Local and National Plans	13
F. Emergency Response Support Resources/Civil Preparedness Forces	15
G. Current Key Framework Initiatives	23

Appendix A

Connecticut State Plans, Resources and Initiatives

This section contains a list of plans and resources available in Connecticut. At the end of Appendix A, are several key framework initiatives currently underway to enhance Connecticut's emergency management program in the areas of sheltering and mass care, children in disasters and mobile communications. "Support plans" are those plans which support emergency management operations. "Incident plans" are plans designed to address a specific type of incident. The Partnerships/Memoranda of Agreement section describes some of the agreements regarding emergency management between DEMHS and other agencies or nongovernmental organizations.

Please note: As of July 1, 2011, under Public Act 11-51, certain state agencies and departments were consolidated. The following lists a few of the key agency changes:

- (1) The new CT Department of Emergency Services and Public Protection (DESPP) now includes the former Department of Public Safety (DPS), Department of Emergency Management and Homeland Security (DEMHS), the Commission on Fire Prevention and Control (CFPC), and the Police Officers Standards Training Council (POST). DEMHS now refers to the Division of Emergency Management and Homeland Security under the CT Department of Emergency Services and Public Protection (DESPP).
- (2) The Department of Environmental Protection (DEP) is now the Department of Energy and Environmental Protection (DEEP)
- (3) The CT Department of Administrative Services (DAS) now includes the primary functions of the former Departments of Public Works (DPW) and Information Technology (DOIT).

The plans listed below indicate the name of the primary agency/plan author as of the date published.

A. Support Plans

Procurement of Supplies

- **Department of Administrative Services (DAS) Emergency Response Supplies, Services and Equipment: A Reference Guide to Statewide Contracts for the CT Department of Emergency Management & Homeland Security (Sept 1, 2010)**
This manual is intended as a reference guide for DEMHS to obtain specific supplies, services and equipment for emergency situations. The manual contains DAS/Procurements Division 24-hour contact information, contract reference index and detailed listing and emergency purchasing card information.

Communications – Alert & Notification

- **State Warning Plan (CT OEM & DPS 1997)**
Warning fan out plan that describes the method of warning to all persons within the state of any impending emergency situation, including severe weather. The State will provide warning to at least one location within each town. In most cases this is the location from which public

warning devices can be operated. Local authorities, under the coordination of the Local Emergency Management, have the responsibility for seeing that warning is adequately given to all emergency services and persons within the town.

- **State of Connecticut Emergency Alert System Plan (EAS) (CT DEMHS DRAFT 2006)**
The Emergency Alert System (EAS) Plan defines the procedures for broadcast and cable services and designated government officials of Connecticut to disseminate emergency information and instructions in the event of threatened or actual emergencies.
- **Emergency Alert and Notification System – CT ALERT (CT DEMHS & DPS 2010)**
Connecticut officials may use the CT Alert system during hazardous events, such as natural disasters and public health emergencies. CT Alert enables state and local officials to provide potentially life-saving information to all Connecticut citizens quickly and efficiently across multiple communication devices, including cell phone, home phone, e-mail, text message, fax, pager, PDA, and more.
- **Enhanced Public Safety Statewide Communications Interoperability Plan (SCIP) (CT DEMHS 2007)**
This plan is intended to document the interoperable communications resources available within the designated area, who controls each resource, and what rules of use or operational procedures exist for the activation and deactivation of each resource.
- **Regional Tactical Interoperability Communications (TIC) Plans (for each CT DEMHS Region 2006 through 2009)**
The TICP is intended to document the interoperable communications resources available within each DEMHS Region, who controls each resource, and what rules of use or operational procedures exist for the activation and deactivation of each resource.

Public Information

- **State of Connecticut Emergency Communications and Public Information Plan (Governor’s Office & DEMHS 2006)**
The State of Connecticut Emergency Communications and Public Information Plan describes the policies and procedures used to prepare and deliver coordinated and sustained messages to the public in response to emergencies within the State of Connecticut.
- **Connecticut Department of Public Health Crisis & Emergency Risk Communication Plan (CT DPH 2011)**
The Connecticut Department of Public Health (DPH) Crisis and Emergency Risk Communication Plan provides a framework for timely and accurate risk communication and information dissemination to the people of Connecticut *before, during, and after* a public health emergency or other disaster. It is based on a coordinated approach between DPH, local health departments, state agencies, hospitals, and others involved in the emergency response network.

- **DEMHS/CT-N State Emergency Broadcast Operations Plan (CT DEMHS & CT-N 2006)**
In an effort to deliver timely and important information to the citizens of the state of Connecticut during a state emergency, DEMHS and the Connecticut Network (CT-N) entered into a partnership allowing DEMHS to utilize CT-N's broadcast signal at any time of the day and for as long as is required. The sole purpose for interrupting CT-N's normal programming by DEMHS is to declare a state of emergency and/or deliver important information to the residents of the state of Connecticut without interruption, editorial comment or commercial time constraints. This plan defines the procedures for the use of the broadcast fiber connection between the State Emergency Operation Center (SEOC) and the Connecticut Network to disseminate information during a state emergency.

Debris Management

- **State of Connecticut Disaster Debris Management Plan (CT DEP 2008)**
The State's Disaster Debris Management Plan establishes the framework for State agencies and municipalities to facilitate the proper management of debris generated by a disaster. Implementation of the State's Disaster Debris Management Plan will be coordinated through the SEOC. This plan was prepared by the former CT Department of Environmental Protection and has been approved by FEMA.
- **State of Connecticut Concept of Operations – Disaster Debris Management—Activation and Use of the State Debris Removal and Monitoring Contracts (CT DEP, DEMHS, DOT, et al July 2010)**
The State's Natural Disaster Plan, the State's Disaster Debris Management Plan, and the State's Contracts for Debris Management and Removal Services and Debris Monitoring of Debris Removal Operations Services provide an organizational structure and general principles for managing catastrophic disaster debris management operations at the State and local levels. This Concept of Operations Plan details the steps that will be taken by the State, its contractors, and other parties so as to facilitate the removal, management, collection and disposal of all debris generated from a catastrophic disaster such as a Category 3 hurricane.

Commodities Distribution

- **State of Connecticut Commodities Distribution Standard Operating Procedures (CT DEMHS Draft 2009)**
Provides state procedures and guidance for the establishment and operation of a State Staging Area (SSA) for commodities (water, food, ice, tarps) to assist the residents in need of life-sustaining emergency supplies. It describes the entire distribution system whereby DEMHS directs FEMA to deliver trailer truckloads of water, MREs, and tarps to the Local Distribution Points (LDP) and contains guidance for the LDP operations.

Donations Management

- **State Of Connecticut Donations Management Standard Operating Procedures (CT DEMHS Draft 2008)**
Federal, State and local officials and representatives of private relief organizations work in the early stages of a catastrophic disaster to stem the influx of unsolicited and unneeded donated

goods and volunteer workers into the disaster area. Since some types of donated goods and specialized volunteers may be needed by response organizations, the State has established a donations management system that allows response organizations to make effective use of such goods and services. These Standard Operating Procedures are to be implemented in conjunction with the Adventist Community Services and Aidmatrix Memoranda of Agreements (Appendix A).

Continuity of Operations

- **State of CT Pandemic State Agency Continuity Concept of Operations (November 2009, CT DEMHS, CT DPH, CT Department of Administrative Services, and CT Department of Information Technology)**

DEMHS, the Department of Public Health (DPH), the Department of Information Technology (DOIT) and Department of Administrative Services (DAS) prepared the Pandemic State Agency Continuity Concept of Operations (ConOps). The actions that may be recommended or directed through this ConOps are designed to be implemented through the existing Continuity of Operations Plans (COOP) that were prepared by state agencies in 2007 and updated in 2009.

Behavioral Health

- **State of Connecticut Behavioral Health Disaster Plan (CT DMHAS & DCF 2004)**

The primary purpose of the Department of Mental Health and Addiction Services/ Department of Children and Families (DMHAS/DCF) Disaster Response is to enhance the state's ability to respond to the emotional aftermath of a major disaster. This includes pre-disaster activities that increase the state's preparedness to respond and minimize the negative impacts of a crisis. DMHAS and DCF, working with academic partners (Yale and UCONN) at the Center for Trauma Response, Recovery, and Preparedness (CTRP), have developed an organized network of behavioral health providers to respond to the mental health needs of Connecticut residents following major disasters (e.g., bioterrorism, manmade or natural disasters). The network consists of five regional behavioral health crisis response teams that can be deployed immediately anywhere in the state. These teams would respond to disasters or critical incidents when local behavioral health resources have been depleted or are overwhelmed. These teams would coordinate with other state or voluntary agencies that are responding to disasters. The goal of the regional behavioral health teams is to provide an organized response to individual victims, family members, survivors, and the community affected by critical incidents or disasters.

Disaster Assistance

- **State of Connecticut Public Assistance Program Administrative Plan (CT DEMHS 2011)**

The purpose of this plan is to show the roles and responsibilities of the State in administering the FEMA Public Assistance Program. This plan highlights the State procedures and organizational structure for managing and administering Public Assistance grants from the Federal Emergency Management Agency (FEMA) Region 1, following an Emergency Declaration or a Major Disaster Declaration by the President. The Public Assistance program is used to reimburse eligible applicants for eligible costs and activities incurred as a result of a declared Major Disaster or Emergency, such as debris removal, protective actions, and the

restoration, reconstruction or replacement of eligible facilities. The State is the Grantee for Public Assistance and is responsible for the processing of sub grants to applicants in accordance with the Robert T. Stafford Act (42 U.S.C. 5121), Public Law 93-288, as amended, and 44 CFR Parts 13, and 206. The State of Connecticut will follow the policies and procedures outlined in this plan.

- **Disaster Assistance Handbook (CT DEMHS 2011)**

DEMHS staff developed and maintains a Disaster Assistance Handbook as a tool for staff involved in disaster recovery. The handbook includes information, templates and steps involved in:

- Monitoring the sequence of events
- Collecting pre-assessment damage data
- Requesting and coordinating Preliminary Damage Assessments (PDAs) with federal partners
- Requesting a declaration and the declaration process

The Handbook also contains information on the different sources of federal disaster assistance:

- FEMA Public Assistance Program
- FEMA Individual Assistance Program
- Small Business Administration (SBA) Disaster Loan Programs

Hazard Mitigation

- **State of CT Natural Hazards Mitigation Plan (CT DEP 2010)**

The main premise of natural hazards mitigation is the prevention of loss of life, the reduction of damages associated with natural disasters, and the restoration of public services after each disaster. As a means to achieving effective hazard mitigation, states and local communities need to use the planning process and develop effective plans. Connecticut's efforts in updating its 2007 NHMP include:

- An assessment of all natural hazards that affect Connecticut including the frequencies, magnitudes, and distribution of these hazards;
- A risk assessment of Connecticut's vulnerability to natural hazards as addressed through potential loss of life and surveys of critical facilities in areas subject to these hazards;
- The integration of climate impact as it relates to the assessment and analysis of natural hazards that could potentially affect the State;
- An outline of Connecticut's governmental organization before, during, and after a natural disaster.
- The outline presents the roles of each major state agency or DEEP division in planning and responding to these hazards; and
- A summary of the most successful projects undertaken within the Hazard Mitigation Grant Program (HMGP), the Flood Mitigation Assistance Program (FMA), and the Pre-Disaster Mitigation Program (PDM) to serve as examples for other communities.

Mass Decontamination

- **State of Connecticut Mass Decontamination Mobilization Plan (CT DEMHS 2005)**
The State of Connecticut Mass Decontamination Mobilization Plan provides information on available decontamination resources within the State as well as a process to bring those resources to bear. Although a wide variety of information related to decontamination is provided within this document, the main focus of the Mass Decontamination Mobilization Plan is on the deployment of the 34 decontamination trailers located throughout the State. Individual MOAs describe the use of these trailers.

Evacuation

- **United States Army Corps of Engineers Connecticut Hurricane Evacuation Study Technical Data Report, Appendices A, B and C (1994), Hurricane Behavior Assumptions (1988) and Hurricane Surge Inundation Maps for Connecticut (updated 2008)**
The primary purpose of the Connecticut Hurricane Study is to provide the State of Connecticut, local emergency management agencies, and evacuation decision-makers with data necessary to plan for and evacuate areas vulnerable to hurricane flooding. To accomplish this, the Study provides information on the extent and severity of potential flooding from hurricanes, the associated vulnerable population, capabilities of existing public shelters and estimated sheltering requirements, and evacuation roadway clearance times. The report also provides guidance on how this information can be used with National Hurricane Center advisories for hurricane evacuation decision-making. Products developed from the study include the Connecticut Hurricane Evacuation Study, Technical Data Report, and Hurricane Surge Inundation Maps for Connecticut coastal communities. *Please note: as of June 2011, the funding necessary to update the Hurricane Evacuation Study has been requested by FEMA and USACE. CT is considered a priority region; however, the budget has not been released to date.*
- **DEMHS Regional Evacuation and Shelter Guides (CT DEMHS 2007)**
This Regional Evacuation and Shelter Guide may be used by State and local government organizations to manage and coordinate multi-jurisdictional or regional evacuations in response to any hazard which would necessitate such actions. This document defines the scope of the emergency response, details the concept of operations and assigns responsibility for implementation of the guide.
- **Cot (distribution) Standard Operating Procedure (CT DEMHS 2008)**
To provide guidance to municipalities and other entities on the procedures for the storage, maintenance, pick up, and return of state-owned cots used in shelters.

Traffic Management

- **State Highway Diversion Plan (CT DOT)**
Diversion plans for incidents on limited access highways (along I-95, I-395, I-91, I-84, and Route 8) have been developed in cooperation with local and state police, local chief executive officers, the permanent Statewide Incident Management Task Force and ConnDOT field personnel.

- **Department of Public Safety Division of State Police Mass Evacuation Limited Access Highway Plan Concept of Operation (CT DPS Draft 2006) (Not For Public Dissemination)**
In the event of a significant event that requires the mass evacuation of a geographic region or an entire segment of the State, CT State Police, at the direction of the Governor, may implement a diversion plan that will involve closing limited access highway segments to through traffic. The State Police will then divert traffic, permitting it to flow in one direction. The State Police will work with the DEMHS, the Department of Transportation and other state, federal, and local agencies to implement a traffic diversion plan along Connecticut's limited access highways.

Other Support Plans

- **DEMHS Regional Emergency Support Plans (CT DEMHS 2007)**
Each DEMHS Region has a Regional Emergency Support Plan to help guide the towns in the region to coordinate response and mutual aid.
- **Connecticut Emergency Repatriation Plan (CT Dept. of Social Services 2009)**
The Connecticut Emergency Repatriation Plan provides the functional structure for a coordinated, effective reception of repatriates at ports of entry in Connecticut. Reception operations will be implemented, by federal, state, and local government authorities and private or volunteer organizations. Presently, the Bradley International Airport (BDL) is the only port in Connecticut designated to receive repatriates. The goals of this effort are to: (1) allow repatriates to enter the United States expeditiously; (2) promote efficient registration and health inspection of repatriates; and (3) provide temporary care and onward travel assistance and services to repatriates who request them.
- **State of Connecticut Department of Banking Emergency Response Plan (CT DOB 2005)**
The primary purpose of this plan is to provide for the rapid and efficient execution of an emergency response to ensure the safety of employees and to permit the continuation of critical business functions.
- **Regional Catastrophic Planning Grant (RCPG) Guides (NY, NJ, CT Regional Catastrophic Planning Team 2010 draft)**
The State of Connecticut is participating in the Regional Catastrophic Planning Grant (RCPG), which is a U.S. Department of Homeland Security-funded, multi-state initiative involving New York, New Jersey, Pennsylvania and Connecticut. The purpose of the program is to improve regional catastrophic preparedness through three primary objectives: (1) fix shortcomings in existing plans, (2) build regional planning processes and planning communities, and (3) link operational and capabilities-based planning to resource allocation. All work under the RCPG is directed by the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT) and administered through Public Health Solutions, Inc. This initiative will enhance regional catastrophic preparedness and continuity of operations in the high-risk metropolitan area. The work groups of the RCPT are producing guides on mass fatalities, sheltering, evacuation, logistics, debris and continuity of operations planning.

- **Model Procedures for Response to Collapse or Potential Collapse of Buildings Due to Excessive Roof Loads (CFPC Feb 2011)**

The purpose of this guide is to provide guidance to Connecticut's chief fire officers in establishing a policy for response during building collapse or potential collapse due to excessive roof loads, primarily from heavy winter storm precipitation in order to minimize the risk to fire/EMS personnel and to protect the human, physical and business infrastructure critical to safeguard a community before, during and after a building collapse. This guidance provides a common framework on which departments may build a local protocol tailored to a specific community.

- **Model Procedures for Response of Emergency Vehicles During Hurricanes and Tropical Storms (CFPC June 2011)**

The purpose of this guide is to provide guidance to Connecticut's chief fire officers in establishing a policy for response during hurricanes and coastal storms to minimize the risk to fire/EMS personnel and to protect the human, physical and cyber infrastructure critical to safeguard a community before, during and after a storm. This guidance provides a common framework on which departments may build a local protocol tailored to a specific community.

B. Incident Plans

- **State of Connecticut Natural Disaster Plan (CT DEMHS 2009)**

This plan establishes the mission assignments of state agencies in responding to natural disasters of a severity and magnitude typical for Connecticut. The plan also describes the interaction of state government with local governments, private response organizations (e.g., utilities, the American Red Cross) and the federal government in natural disaster situations.

- **State of Connecticut Catastrophic Disaster Plan (CT DEMHS draft 2008)**

This plan establishes State policies for response to a catastrophic disaster and outlines the interaction of State and local agencies with Federal agencies mission-assigned by FEMA to provide assistance to State and local authorities.

- **State of Connecticut Statewide Fire Service Disaster Response Plan Version 2.1 (CFPC December 2010)**

The purpose of this plan is to coordinate inter-agency fire service disaster management.

- **State of Connecticut Guide for Deliberately Caused Incidents (CT DEMHS 2010)**

The purpose of this guide is to provide guidance, particularly to Connecticut state agencies, in the event of a deliberately caused incident, including a terrorist incident. This document outlines a concept of operations for coordinated awareness, prevention, preparedness, response and recovery by defining roles and responsibilities of state agencies in assisting local governments and describes the interactions of Federal, State, regional, local and private agencies that may respond to a deliberately caused incident, operating as an integrated organization within National Incident Management System (NIMS).

- **State of Connecticut Consequence Management Guide for Deliberately Caused Incidents Involving Chemical Agents (CT DEMHS 2009)**

The purpose of this guide is to provide response agencies with a concept of operations for response to a chemical weapon of mass destruction (WMD) incident. This guide outlines the responsibilities and interactions of Federal, State, local and private agencies that will respond to a chemical WMD incident, operating as an integrated organization within an Incident Command System (ICS) that transitions to a Unified Command (UC) at the earliest appropriate time.

- **State of CT Radiological Emergency Response Plan for Millstone Station, Waterford, CT (RERP) (CT DEMHS 2010)**

State of Connecticut Radiological Emergency Response Plan (RERP) (Volume 1) contains a description of the planning provisions in place in the State of Connecticut for a radiological emergency at the Millstone Station. The plan addresses criteria requirements of NUREG-0654. Connecticut Agency Procedures (CTAP) (Volume 2) includes the specific responsibilities of, and procedures for, the various Connecticut state government agencies, the American Red Cross and the US Coast Guard during a radiological emergency. This document contains procedures for implementing these responsibilities. Included within Volume 2 are the Ingestion Pathway procedures to be used in the event of a radiological emergency at either Millstone Station in Waterford, CT or Indian Point in Buchanan, NY. Local Community Procedures (LCP) (Volume 3) describes the specific roles and responsibilities of each of the Local Communities in the Millstone Emergency Planning Zone. Traffic Management Procedures (TMP) (Volume 4) Identifies specific locations where traffic controls may be necessary in order to restrict access or facilitate the evacuation of areas during a radiological emergency, or restrict access into the area affected. Joint Information Center Manual (JICM) (Volume 5) contains the procedures for the Governor's Emergency Communications Team for use in a nuclear power plant emergency. The JICM contains Emergency Alert System (EAS) instructions and sample press releases to assist in providing timely and accurate emergency instruction to the public. Host Community Procedures (HCP) (Volume 6) describes the specific roles and responsibilities of each of the Host Communities during a radiological emergency.

- **State of Connecticut Radiological Transportation Emergency Preparedness Program (TEPP) Plan rev 3 (CT DEP June 2005)**

The State of Connecticut Transportation Radiological Emergency Preparedness Program (TEPP) provides for the safe, efficient, and effective planning, preparedness and coordination of emergency services efforts to respond to transportation incidents involving radiological material shipments. TEPP provides a framework for agencies and private organizations to work together to mitigate the consequences of a radiological transportation emergency.

- **State of Connecticut Public Health Emergency Response Plan (PHERP) (CT DPH 2005)**

The purpose of this plan is to identify and organize protocols and procedures used by the local public health departments and districts, hospitals, urgent care centers, school-based health centers, community health centers, long-term care facilities and emergency medical personnel in teach Connecticut Preparedness Region in response to public health emergencies including incidents of bioterrorism. The PHERP was prepared in 2005 and provides the state's policy, procedures and practice for health and medical issues. The PHERP has many annexes to address particular areas of concern. These include the Healthcare System Preparedness and Surge Capacity Plan Annex updated in July 2008.

- **State of CT Healthcare System Preparedness and Surge Capacity Plan Annex (CT DPH Draft 2008)**

The Connecticut Healthcare System Preparedness and Surge Capacity Plan is an annex to the DPH Public Health Emergency Response Plan (PHERP). The objective of the Plan is to provide a framework for government agencies and private organizations to work together and mitigate the consequences of any event that could potentially overwhelm the healthcare system. This is a working draft document and is subject to revision.

- **State of CT Pandemic Influenza Response Plan (CT DPH February 2006)**

The Connecticut Pandemic Influenza Response Plan is an annex to the Connecticut Public Health Emergency Response Plan. The objective of the Pandemic Influenza Response Plan is to provide a framework for government agencies and private organizations to work together to mitigate the consequences of pandemic influenza.

- **State of CT DEMHS H1N1 Pre-Activation Framework (CT DEMHS October 2009)**

This framework document outlines the steps and articulates communications and coordination procedures between DEMHS internal and external partners for a potential H1N1 influenza emergency. The goal of this document is to foster agency-wide awareness of the agency's pre-activation H1N1 activities. This framework seeks to identify pre-activation activities specific to a long-term situation of concern.

- **Connecticut Department of Public Health Statewide EMS Mobilization Plan Draft V.1.0 (CT DPH 2008) (also known as the Forward Movement of Patients Plan)**

The State of Connecticut Forward Movement of Patients Plan (CTFMOP) addresses the medical management and the transportation of patients at the local/sub-state regional level prior to implementing the National Disaster Medical System (NDMS). CTFMOP also describes methods for the activation and implementation of the National Disaster Medical System.

- **Concept Paper: Facilitating Interagency Emergency Supportive Care Shelter Plan (CT DPH 2008)**

The paper provides justification and rationale for supportive care shelters (SCS) by:

- Highlighting the prevalence of people with functional considerations and the proportion of the Connecticut's population that have sheltering needs beyond the scope of congregate and universal access shelters, including ARC shelters.
- Providing health considerations and recommendations regarding the provision of services at the supportive care shelters.
- Identifying benefits of a strategic collaborative multi-agency approach to enhance regional emergency response capabilities.

- **Health Care State Support Plan (CT DPH, CT OEM 2001)**

The purpose of this plan is to facilitate State emergency support for nursing homes and group homes in order that these facilities may continue to provide clients with quality care during a strike by unionized workers.

- **State of Connecticut Pandemic State Agency Continuity Concept of Operations (All State Agencies 2009)**
The ConOps provides guidance before and during a pandemic outbreak to mitigate the impact of the outbreak on the state services provided to the residents of Connecticut.
- **Connecticut FOUO State Agency COOP Operations Guide (All State Agencies 2009)**
The purpose of this guide is to outline possible actions that may be recommended by the COOP unified Command during the course of a pandemic outbreak.
- **Connecticut Drought Preparedness and Response Plan (CT OPM, DEP, DPH, et al. 2003)**
This plan provides statewide guidance to assess and to minimize the impacts of a drought on Connecticut. To accomplish these objectives the Drought Preparedness and Response Plan:
 - Defines a process to guide state agencies to address drought-related activities, including monitoring, impact assessment, and the preparedness for successively more severe drought stages,
 - Identifies activities that may be implemented to coordinate drought assessment, response and mitigation,
 - Identifies the state, local, federal, and private sector entities that are primarily responsible for managing drought-related activities, and
 - Promotes effective mobilization of public and private resources to manage drought mitigation efforts.
- **Avian Influenza Plan (CT OEM 2004)**
Connecticut has more chickens per square mile than any other state in the nation. Avian Influenza has been identified as a significant risk to the state's chicken population, as well as the state's economy. The Departments of Agriculture, Public Health, and Emergency Management and Homeland Security have developed a plan for dealing with avian influenza outbreaks.

C. Historic Event-Specific Plans

- **State of Connecticut Y2K Plan (CT OEM et al. 1999)**
This plan was developed to facilitate response actions by the State of Connecticut to possible disruptions caused by the change of the millennium (Y2K). The plan is intended to ensure that response actions by State agencies aimed at protecting the life, health, and welfare of the residents of Connecticut are coordinated with the response actions of local governments, federal and private agencies.
- **OpSail 2000CT - Public Safety Committee Operations Plan (CT DPS, OEM, DEP, DOC, DOT & Local & Federal Agencies 2000)**
The mission of the OpSail Public Safety Committee was to provide prompt, efficient, and appropriate safety services during the 2000 OpSail event. The plan outlines the concept of operations, the planning and logistical support process, and follow-up procedures which provided guidance to during the 2000 OpSail event.

- **Hurricane Katrina Support Plan (CT DEMHS 2005)**

The purpose of this plan is to establish an orderly and effective means of receiving, and providing appropriate care for, evacuees directed to the State of Connecticut by the Federal Emergency Management Agency (FEMA) as a result of Hurricane Katrina.

D. Partnerships - Memoranda of Agreement (MOA)/Understanding (MOU)

- **Memorandum of Agreement - CT DEMHS and United Way of Connecticut 211 Infoline (2008)**

The purpose of this MOA is to establish a working relationship between United Way of Connecticut 211 and DEMHS that addresses the need for the public to have information during an emergency or disaster. For purposes of this MOA, such an emergency or disaster shall be defined as an occurrence that affects a significant number of people in Connecticut, including but not limited to a hurricane, wide-spread floods or power outages, or other catastrophic situation. During such emergencies or disasters, United Way of Connecticut 211 shall be the statewide telephone point of access for residents to get information about the emergency or disaster and where and how to access the resources to assist residents to meet their basic needs.

- **Memorandum of Understanding – CT DEMHS and American Red Cross (CT Chapter) (2008)**

The purpose of this MOU is to define a working relationship between the American Red Cross and the State of Connecticut, its agencies, including DEMHS and the five DEMHS Regions, and its municipalities, in preparing for, and responding to, certain disaster situations. This MOU provides the broad framework for cooperation between the Red Cross and the State in rendering assistance and service to victims of disaster, as well as other services for which cooperation may be mutually beneficial. This MOU is intended to supplement, and not to replace other standing MOUs between the Red Cross Chapters and entities in Connecticut, including state and local agencies.

- **Memorandum of Agreement – CT DEMHS and Adventist Community Services Disaster Response, Version 1 (2008)**

The purpose of this MOA is to define a working relationship between the Adventist Community Services Disaster Response (ACS-DR) and DEMHS to provide support in the operation of a donated goods warehouse in the event of a catastrophic disaster. ACS-DR has a regional network of trained community-based volunteers that, in time of need, are willing to provide the necessary services to support a donation operation.

- **Memorandum of Agreement - CT DEMHS and The Aidmatrix Foundation, Inc. (2008) (to support Donations Management Agreement with Adventist Community Services)**

The Federal Emergency Management Agency (FEMA) and the Aidmatrix Foundation, Inc., have an agreement where Aidmatrix supplies computer and/or software products designed to handle unsolicited in-kind donations, warehouse operations, spontaneous volunteers and undesignated cash donations. These products are free of charge. This system is necessary to support donations management provided by Adventist Community Services Disaster Response (ACS-DR).

- **Memorandum of Agreement - CT DEMHS and the Salvation Army to Provide Mass Care Services (May 2008 Version)**

This MOA between DEMHS and the Salvation Army of Connecticut (“SA”) is for providing disaster relief, including mobile feeding. The SA is identified in the State of Connecticut’s Catastrophic Disaster Plan (CT DEMHS draft August 2008) as a private relief organization that may be called upon to provide or augment mass care operations. The SA’s response to those affected by disasters or emergencies is not dependent upon a Presidential or other federal disaster or emergency declaration.

- **Memorandum of Agreement - CT DEMHS and the Connecticut State University System Regarding Temporary Emergency Shelter Facilities (2008)**

The objective of this MOA is to provide a mechanism by which DEMHS may arrange for the use of large congregate areas on campuses of the Connecticut State University System (CSUS), such as gymnasiums, student unions and/or auditoriums, as temporary mass-care shelters in the event of an emergency or disaster which, in joint determination of the Governor of the State of Connecticut and the Deputy Commissioner of DESPP/DEMHS, threatens or results in the unavailability of shelters ordinarily used for such purposes. The intent of the parties is that CSUS facilities will be utilized only as temporary staging areas to accommodate displaced persons prior to assignment and transfer to shelters equipped to provide refuge of longer duration. This document shall take precedence over any specific Facility Use Agreement that may be assigned by one or both of the Parties prior to the occupation and use of any CSUS facility contemplated under this MOA.

- **Memorandum of Agreement - CT DEMHS and the Community College System regarding Disaster Recovery Centers (2009)**

The objective of this agreement is to provide a mechanism by which DEMHS may arrange for the use of one or more of the Connecticut Community Colleges-owned facilities in the event that the State of Connecticut experiences an emergency or disaster that requires the establishment of one or more disaster recovery centers as temporary facilities where disaster victims can apply for assistance.

- **Memoranda of Agreement - CT DEMHS and the Towns of Bridgeport, Colchester, Groton, Greenwich, Kent, Killingworth, Monroe, New Canaan, Orange, Simsbury, Torrington and Woodstock regarding Disaster Recovery Centers (2009)**

The objective of these agreements is to provide a mechanism by which DEMHS may arrange for the use of one or more of the town-owned facilities in the event that the State of Connecticut experiences an emergency or disaster that requires the establishment of one or more disaster recovery centers as temporary facilities where disaster victims can apply for assistance.

E. Local and National Plans

- **Local Emergency Operations Plans**

Local Emergency Operations Plans (LEOPs) are maintained and updated annually by each local community in coordination with the appropriate DEMHS Regional Coordinator. The LEOP must be approved by the local Emergency Management Director, the local Chief Executive Officer, and then by the Deputy Commissioner of DESPP/DEMHS. LEOPs may include the following topics

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

Current copies of each community's Local Emergency Operations Plan (LEOP) are maintained at the State Emergency Operations Center (SEOC) in Hartford and in the DEMHS Regional Offices for reference.

- **National Response Framework (NRF) (US DHS 2008)**
The National Response Framework establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines—homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector—and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents.
- **National Incident Management System (NIMS) (US DHS 2008)**
The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

NIMS works hand in hand with the National Response Framework (NRF). NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.
- **Space Weather: FEMA's Alert & Notification Plans (FEMA & NOAA 2010)**
FEMA and NOAA developed a guidance document that outlines hazards and interagency strategy to initiate actions to safeguard the power grid and other critical infrastructures in response to Space Weather. Space Weather has the potential to produce a widespread, catastrophic disaster. Space Weather includes geomagnetic storms, solar flare radio blackouts and solar radiation storms. An extreme geomagnetic storm event poses a worldwide threat with the potential to disrupt energy supplies, air transport, telecommunications, GPS and other critical infrastructure. The Northeast portion of the United States is one of the most vulnerable areas in the world for geomagnetic storms.

F. Emergency Response Support Resources/Civil Preparedness Forces

Connecticut offers a variety of emergency response support resources, including civil preparedness forces, many of them volunteer. Municipalities are engaged in resource typing, training, exercise and collaborative planning through their Regional Emergency Planning Teams. Resource typing is also supported by DEMHS. Many of these support resources may be activated through or by DEMHS, and include:

- **Geospatial Lab (GeoLab)**

DEMHS has a Geospatial Lab adjacent to the EOC in the state armory. During emergencies such as snow storms and spring flooding, the GeoLab is staffed with GIS analysts from state agencies, regional planning organizations and neighboring town governments. These analysts bring with them extensive professional experience in GIS. When staffed, the GeoLab can create map products that display Connecticut's natural and man-made features and critical infrastructure and key resources to aid in decision-making by state officials.

Under Connecticut General Statutes Section 4d-90, the Governor's GIS Council is comprised of representatives from CT towns, state agencies, and other organizations. The purpose of the Geospatial Information Systems (GIS) Council to coordinate, within available appropriations, a GIS capacity for the state, regional planning agencies, municipalities, and others as needed.

- **Mass Decontamination Trailers**

There are 34 mass decontamination trailers located throughout the State of Connecticut owned and operated under Memoranda of Agreement with DEMHS by State (4), local (28) and tribal (2) response entities. All decontamination trailers are available upon request to respond anywhere within the State.

- **Hazardous Materials Response Teams (HazMat Teams)**

Hazardous Materials Response Teams protect life and the environment by responding to chemical emergencies and minimizing the dangers associated with them. There are 5 regional teams located statewide to provide response to hazardous materials incidents. The teams are:

Region 1- Fairfield County Hazardous Materials Unit

Region 2 - New Haven Area Special Hazards Team

Region 3 - Capitol Region Hazardous Materials Response Team

Region 4 - Connecticut Eastern Regional Response Integrated Team

Region 5 - Northwest Regional Hazardous Materials Response Team

The State of Connecticut also has HAZMAT teams and capabilities in the Department of Energy and Environmental Protection, the Department of Emergency Services and Public Protection and the Connecticut National Guard Civil Support Team.

- **Radioactive Materials Response Team (Rad Team)**

Radioactive Materials Response Team protects life and the environment by responding to radiological incidents and emergencies, minimizing the dangers associated with them. There is one team statewide to provide response to radioactive materials incidents and emergencies. This team is located in the Department of Energy and Environmental Protection (DEEP).

- **Mobile Internet Communications Asset (MICA)**

DEMHS and Department of Administrative Services (DAS) Information Technology Services – on-scene communications for various situations and incidents. This asset gives the State a capability to set up a forward command post/operating center at any location where facilities are compromised. Serving as a:

- Incident Command Post (ICP)
- Regional Coordination Center (RCC)
- Joint Operations Center (JOC)
- Emergency Operations Center (EOC)

This asset is a transportable satellite uplink which connects to the State of Connecticut network. This unit is deployable to provide communications within 30 minutes of arrival on scene and includes:

- six (6) wireless access points
- mobile router
- satellite modem
- twenty (20) IP based telephones/tactical lines
- nineteen (19) ruggedized laptop computers
- video conferencing equipment
- other related communications equipment

- **ICALL/ITAC Radios**

The Connecticut ICALL/ ITAC System provides command and control communications to support the incident management system at local and statewide events as required or requested by the local incident commander. Each local police, fire and EMS agency has been provided with a portable radio which will operate on these channels. The network operating on the FCC-allocated 800 MHz Interoperability channels consist of 38 transmitter sites spread throughout the State. In addition to the portable radios, control stations have been installed in each Public Safety Answering Point (PSAP) and CMED, giving local dispatch centers access to these communications channels. The fixed network is supplemented by 34 mobile repeaters housed in the 34 Mass Decontamination Trailers distributed to fire service agencies statewide, and in each of the CSP/CTS Telecommunications Engineers vehicles. Non-government entities may request authorization to operate on the ICALL/ITAC system by request to the State Public Safety Interoperable Communications Executive Committee which is administered by DEMHS. Coordination of the network is provided through the State Police Message Center based in CSP Headquarters in Middletown.

- **Connecticut Statewide Police Emergency Radio Network. (CS-PERN)**

One of the critical day to day interoperability issues faced by the law enforcement community is the ability for individual police units to communicate with each other across municipal and department jurisdictions. To alleviate this, in 2007, the Connecticut Police Chiefs Association, Department of Public Safety, and the Department of Emergency Management and Homeland Security partnered to develop the Connecticut Statewide Police Emergency Radio Network (CS-PERN). As conceptualized and designed, CS-PERN is a single statewide 800 MHz simulcast channel provided on the CSP radio network infrastructure, installed in all police units which allows direct two way radio contact between law enforcement vehicles. It is on 24 hours per day and does not require dispatcher intervention to set up or use.

- **UHF Radio Cache**

DEMHS maintains a stockpile of UHF Portable Radios that are available for local government and responder agency use during emergencies. These radios are located at the State EOC. They are intended as a strategic reserve and as such are not deployed unless there is a real or anticipated need. To obtain this resource, municipalities should contact their DEMHS Regional Coordinator or the DEMHS Duty Officer. DEMHS will arrange for deployment with the municipality or requesting agency.

- **State Tactical On-Scene Channel System (STOCS) Boxes**

Fire, Law Enforcement, EMS, Local, State and Federal Agencies in Connecticut operate two-way radio systems using a variety of frequency bands which can make on-scene tactical communications difficult if not impossible. To address this communications gap, DEMHS developed and deployed the State Tactical On-Scene Channel System (STOCS). The STOCS System is designed to utilize existing portable radio equipment, which these departments/agencies use daily, to communicate at an incident regardless of frequency band. The STOCS System allows individuals and groups of responders to communicate when working at the scene of an incident, using their existing portable radio equipment. The System consists of three (3) VHF frequencies, three (3) UHF frequencies and five (5) 800MHz frequencies combined into five (5) interoperability channel groups. DEMHS holds the statewide FCC License for all frequencies used in the STOCS System. Its intended users include: Local, State, and Federal Fire, Law Enforcement, Emergency Medical Service, Health Departments, Public Works Departments and Emergency Management. Nongovernment entities may request authorization to operate on STOCS by request to the State Public Safety Interoperable Communications Executive Committee administered by DEMHS. The heart of the system is the STOCS Cross Band Repeater unit (CBR). Using dedicated frequencies in the VHF-Hi, UHF, and 800 MHz band, this device connects all three bands together in a seamless network. The system is designed for tactical use so the STOCS Box range is limited to approximately two miles.

- **HAM Radio (ARES, RACES)**

The Amateur Radio Emergency Service (ARES) works with FEMA, and with state and local governments and provides emergency communications services for agencies such as the American Red Cross and the Salvation Army as well as the State Emergency Management offices. Volunteers work in their local communities to help with emergency planning and communications in time of need. In a crisis, the priority is to provide needed communications to CT DEMHS. Each of DEMHS' five Regions has a District Emergency Coordinator (DEC) of ARES appointed to oversee operations there. Other special DEC's have been appointed for working specifically with the Red Cross, National Traffic System, Special Operations, and National Weather Service/Skywarn.

- **Incident Management Teams (IMT)**

Regional IMTs are designed to provide personnel that are trained and organized to support emergency response and recovery efforts or planned event operations by providing the framework necessary to establish an incident command or unified command system as required by the National Incident Management System (NIMS). Each IMT can provide support and

consultation to the Incident Commander/Unified Commander. DEMHS administers a standard operating procedure for activation of an IMT under CT General Statutes Title 28.

- **Community Emergency Response Teams (CERT)**

There are currently close to 4000 CT residents trained as CERT members. CERT members are trained volunteers who are available to provide certain basic disaster response assistance, including possible traffic management assistance, credentialing and light search and rescue. Each CERT team is organized under the auspices of a local emergency management or public safety official. CERT teams may be activated by DEMHS pursuant to the DEMHS standard operating procedure in order to receive CGS Title 28 protection.

- **Urban Search and Rescue Team, Task Force One (USAR TF-1)**

The Connecticut Urban Search and Rescue Team's (USAR) mission is to provide a coordinated effort of personnel and resources to locate, extricate and provide immediate medical treatment to victims trapped within collapsed structures or areas. The team consists of volunteers from a variety of disciplines. USAR is organized under the auspices of DESPP and can be activated through a request to DESPP/DEMHS.

- **Mobile Field Hospital (MFH)**

The Otilie W. Lundgren Memorial Field Hospital (MFH) is a mobile facility designed for deployment in either 25-bed increments or in its full complement of 100 beds to any location in the state in response to a mass casualty event, a local emergency that disrupts the integrity of a healthcare facility's infrastructure, or a Statewide public health emergency that overwhelms the existing health care infrastructure. The MFH is not intended to supplant local first responders or healthcare institutions, but serves to support their operations. Acceptable use for the MFH includes, but is not limited to:

- Isolation care or quarantine facility;
- Emergency care following a public health emergency;
- Surge capacity in the event of a public health emergency (e.g. plane crash that overwhelms the capacity within the existing healthcare infrastructure);
- Logistics support to a health care facility in response to mechanical failure (e.g. hospital fire or power loss);
- Preparation and triage of casualties (as appropriate) for ground and air evacuation in the event of a mass casualty and or public health emergency;
- Provision of a patient reception center for State and Federal public health emergencies;
- Mortuary service in conjunction with the Office of the Chief Medical Examiner and the Disaster Mortuary Team;
- Educational and training events with local, state, regional and federal entities (e.g. local emergency medical services, military drills and exercises in conjunction with the National Disaster Medical System);
- Other uses as deemed appropriate by the Governor, the Commissioner, and or their designees.

Entities requesting deployment must submit, in writing, a Request for Deployment (RFD) that describes the intended use for the MFH; documents coordination with and notification of the request to the local emergency manager; and contains contact information for the entity making the request. The RFD must be submitted to DPH Operations Branch for evaluation and

approval; and in accordance with Title 28 of the Connecticut General Statutes, the Governor's Office or the Commissioner of Public Health (DPH) and/or Deputy Commissioner of DESPP/DEMHS must approve deployment.

- **Medical Reserve Corps (MRC)**

The Medical Reserve Corps (MRC) is a network of community-based units initiated and established by local organizations to meet the public health needs of their communities. MRCs consist of medical and non-medical volunteers who contribute to local health initiatives and supplement existing response capabilities in time of emergency. The MRC provides the structure necessary to pre-identify, credential, train, and activate medical and public health volunteers. MRCs are organized under the auspices of the CT Department of Public Health (DPH) and may be activated under standard operating procedures by DPH and DEMHS.

- **Connecticut Disaster Medical Assistance Team (CT-1 DMAT)**

The CT-1 DMAT was established through sponsorship by the Connecticut Department of Public Health in August of 2002. Its mission is to provide emergency medical care during a disaster, public health emergency or other emergency event. As part of the National Disaster Medical System (NDMS), the CT-1 DMAT is a rapid-response element trained to deploy to disaster sites with sufficient supplies and equipment to sustain themselves for extended periods of time. Their responsibilities include triaging patients, providing medical care, and preparing patients for evacuation. The CT-1 DMAT currently has approximately 150 active volunteer members. The CT-1 DMAT may be activated as a federal or state resource through DPH and DEMHS.

- **Transportation Resources & Transportation Staging Area (TSA)**

DEMHS maintains a list of transportation providers who have agreed, through letters of agreement, to supply *available* transportation resources and operators to the State of Connecticut, where possible, for the evacuation of people from affected emergency areas. Should an emergency occur, DEMHS will notify the transportation company of the needed resources and, if available, will direct those resources to the required locations. Vehicle operators may also be directed to a transportation staging area (TSA) for assignment, where state emergency workers will give vehicle operators instruction/training on the emergency event, prior to their deployment. In the attachment to this agreement, transportation providers provide information on types of vehicles; numbers of each type, locations, twenty-four hour points of contact (e.g. dispatch center) and phone numbers.

For a nuclear power plant emergency at Millstone Station the TSA is located at the Veterans' Home and Hospital in Rocky Hill, CT. This is the assembly location where buses, ambulances, and wheelchair vans gather, are readied and dispatched to Millstone communities, upon their request for supplemental transportation resources to aid evacuation efforts. Drivers are given dosimetry, briefings and assignments. The TSA Command Center communicates and coordinates with the State EOC Transportation Resource Manager and the DEMHS Regional Coordinators.

- **Behavioral Health Regional Crisis Response Teams**

The Connecticut Departments of Mental Health and Addiction Services (DMHAS) and Children and Families (DCF), working with academic partners (Yale and UCONN) at the Center for Trauma Response, Recovery, and Preparedness (CTRP), have developed an organized network of behavioral health providers to respond to the mental health needs of Connecticut residents

following major disasters (e.g., bioterrorism, manmade or natural disasters). The network consists of five regional behavioral health crisis response teams that can be deployed immediately anywhere in the state. The geographical areas covered by the teams correspond to the OPM Uniform Health Regions. These teams would respond to disasters or critical incidents when local behavioral health resources have been depleted or are overwhelmed. These teams would coordinate with other state or voluntary agencies that are responding to disasters. The goal of the regional behavioral health teams is to provide an organized response to individual victims, family members, survivors, and the community affected by critical incidents or disasters. In addition to this formal network, collaborative efforts have been initiated with Connecticut faith communities through the St. Francis Pastoral Counseling Program to enhance the capacities of faith organizations to respond to crises.

- **Connecticut State Animal Response Team (CTSART)**

The Connecticut State Animal Response Team (CTSART) program is a collaboration among government agencies, not-for-profit organizations, industry, and volunteers for preparing and responding to animal needs in disasters. It is a public-private partnership, organized to prepare for any disaster that involves domestic animals in Connecticut. CERT-trained SARTs under the auspices of local emergency officials may be activated as a CERT team by DEMHS and receive CGS Title 28 protection. CTSART is the signature program of the Connecticut Veterinary Medical Foundation. CTSART missions include deployment of co-located companion animal evacuation shelters, building volunteer networks trained and state certified to assist with animal needs in disasters, and public education. CTSART goals are:

- To facilitate a prompt, effective response to emergencies involving animals
- To decrease the health and safety threat to people and animals
- To minimize the economic impact of animal issues in emergencies
- To prevent or decrease the spread of animal disease in emergencies

- **Civil Air Patrol (CAP)**

The Civil Air Patrol (CAP) is a Congressionally-chartered community service organization which, when performing missions for any agency of the Federal government, is deemed to be an auxiliary of the United States Air Force.

- CAP can assist state and local governments in performing various missions. In an Air Force auxiliary status, CAP can support federal agencies to include assistance to state and local governments requested by a Lead Federal Agency (LFA).
- The same legal authorities that govern use of USAF assets generally apply to CAP. USAF assigned missions are flown under military command and control, usually at the operational level, under authority of the Air Component Commander (ACC).
- Types of missions CAP can perform:
 - Airborne reconnaissance of border and coastal areas, ports and harbors, and critical infrastructure as “presence” missions; damage assessment and recovery support for disaster areas.
 - Aerial transportation of personnel, equipment, blood, tissue, organs and various customer-supplied sensor packages (subject to FAA reimbursement rules).
 - Communications support: VHF-FM and HF capability and aerial communications relay platforms.

- Augmentation of Incident Command staff: CAP has qualified emergency services personnel available to serve at all levels in the Incident Command System mission organization from trained incident commanders down to primary responders.
- Damage assessment and disaster recovery with trained ground teams able to augment civil and military authorities.
- Capable (with sufficient advanced coordination) of carrying various customer-supplied sensor packages aloft.

The Connecticut Wing Headquarters is located in Middletown with 12 squadrons located around the state. Some key operations of CAP include inland search and rescue, aerial reconnaissance for homeland security, disaster-relief and damage assessment, and transport for time-sensitive medical materials.

- **Sandbags**

DEMHS and DOT maintain a stockpile of sandbags that are available for local government use during flooding. These sandbags are located across the state at DOT garages in an unfilled state. It is expected that municipalities will pick up the sandbags at the nearest location able to meet the need. They are intended as a strategic reserve and as such are not deployed unless there is a real or anticipated need. To obtain this resource, municipalities should contact their DEMHS Regional Coordinator or the DEMHS Duty Officer. DEMHS will arrange for coordination between the municipality and DOT to have the sandbags made available from the nearest stockpile.

- **Intrastate Mutual Aid Compact.**

Under Connecticut General Statutes Section 28-22a, the Intrastate Mutual Aid Compact is made and entered into by and between the participating political subdivisions of this state. All municipalities are members unless they opt out (no town has opted out). The purpose of this compact is to create a system of intrastate mutual aid between participating political subdivisions in the state. The system shall provide for mutual assistance among the municipalities in the prevention of, response to, and recovery from, any disaster that results in a declaration of a local civil preparedness emergency in a participating municipality, subject to that municipality's criteria for declaration.

- **New England Compact on Radiological Health Protection (NERHC)**

Under Connecticut General Statutes Section 22a-159, Connecticut is a member of NERHC, which is a mutual aid agreement and partnership between the New England states that enables states to share radiological resources during times of disaster. NERHC does not replace federal assistance but, rather, can be used alongside federal assistance or when federal assistance is not warranted, thus providing a "seamless" flow of radiological resources to an affected New England state. Under NERHC, requests and deployment of resources are made at the discretion of the affected state. At all times, affected states retain the choice of seeking resource support from states, the federal government, or both, as may be determined by the size of the disaster event. NERHC requests for assistance can be made by the state's compact administrator. In Connecticut the compact administrator is the Commissioner of Energy and Environmental Protection. Requests are made through the Department of Energy and Environmental Protection. NERHC provides a system for the New England states to provide assistance to each other by sharing vital and highly technical resources.

- **Emergency Management Assistance Compact (EMAC)**
Under Connecticut General Statutes Section 28-23a, Connecticut is a member of EMAC, which is a mutual aid agreement and partnership between states and territories of the United States that enables states to share resources during times of disaster. EMAC does not replace federal assistance but, rather, can be used alongside federal assistance or when federal assistance is not warranted, thus providing a "seamless" flow of needed goods and services to an affected state. Under EMAC, requests and deployment of resources are made at the discretion of the affected state. At all times, affected states retain the choice of seeking resource support from states, the federal government, or both, as may be determined by the size of the disaster event. EMAC requests for assistance can be made by the state if the Governor has declared a state of emergency. Requests are made through DEMHS. EMAC provides a system for one state to contract to provide assistance to another.
- **International Emergency Management Compact (IEMAC)**
Under Connecticut General Statutes Section 28-22a, Connecticut is a member of IEMAC, which is a mutual aid agreement between Northeastern states and the eastern Canadian provinces. A state of emergency does not have to be declared by the Governor in order for a state/province to request assistance from another state/province.
- **General Services Administration (GSA)**
The State of Connecticut may utilize contracts awarded under the Disaster Recovery Purchasing Program to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack. This includes authority for the use of the General Services Administrative contracts for the acquisition of supplies, equipment, and services needed in support of disaster relief and emergency preparedness.

Products Available:

- Emergency and Rescue related Equipment
- Personal Safety and Protection
- Cleanup and Rebuilding
- Food and Cooking Supplies
- Security and Control
- Temporary Housing
- Medical Supplies
- Electronic/Power equipment
- Personal Care and Hygiene
- Vehicles and Heavy Equipment

Services Available:

- Building and Construction Services
- Energy and Power Services
- Emergency Preparedness
- Medical and Laboratory Services
- Temporary Staffing
- Emergency Food Services
- Communication Solutions
- Environmental Services
- Law Enforcement and Security Solutions
- Furniture

In accordance with [Federal Acquisition Regulation \(FAR\) 8.405-3](#), ordering activities may establish Blanket Purchase Agreements (BPAs) under any GSA Schedule contract. This pre-disaster purchasing option eliminates: the fluctuation of open market costs, the search for sources, the need to prepare solicitations, and the requirement to synopsise the acquisition.

See also Section II(A) DAS Emergency Response Supplies, Services and Equipment Guide.

G. Current Key Framework Initiatives

• Working Group of the Regional Collaboration Committee on Mass Care

Recognizing that Mass Care is a vital component of emergency preparedness, response, and recovery, the DEMHS established a *Mass Care Working Group* as a subset of the Regional Collaboration Subcommittee, which reported to the DEMHS Coordinating Council. The *Mass Care Working Group* is charged with providing recommendations to the Council, through the Regional Collaboration Subcommittee, on regional and statewide solutions to high priority issues critical to assuring adequate shelter, nourishment and care throughout Connecticut during emergency events that exceed local capacity. The focus areas are:

- Sheltering Capacities and Capabilities
- Mass Feeding
- Shelter Staffing
- Co-location of persons, including those with functional needs, service animals and family pets

The Mass Carework group is made up of DEMHS, Department of Public Health (DPH), CT American Red Cross (CT ARC), the Connecticut Emergency Management Association (CEMA), the Voluntary Organizations Involved in Disaster (VOAD), CT State Animal Response Team (CT SART), Citizen Corps, and the Office of Protection and Advocacy for Persons with Disabilities (OPA). Subject matter experts from the following agencies/organizations will be asked to participate as needed: Social Services, Developmental Services, Mental Health & Addiction Services, Administrative Services, Correction, Deaf & Hearing Impaired Commission, Policy & Management, Transportation, , Public Safety, University/Education System, SYSCO, U.S. Coast Guard, Army Corps of Engineers, the CT National Guard, Salvation Army, and CT United Way 211. It is anticipated that the work of the Mass Care Working Group will continue under DESPP/DEMHS.

• Connecticut Child Safety and Crisis Response Committee

Recognizing the importance of planning for children in emergencies, DEMHS reconstituted the CT Child Safety and Crisis Response Committee, bringing together state, federal and local partners. It is anticipated that the work of this committee will continue under DESPP/DEMHS. The 2010-2011 Connecticut Initiative for Emergency Preparedness and Child Care Project Scope is for a comprehensive statewide preparedness, response and recovery planning to ensure the safety and wellbeing of children in child care before, during and after disasters.

In Connecticut, it is estimated that over 200,000 children are enrolled in child care centers, child day care homes, and before and after school facilities. As part of this initiative funded by the American Recovery and Reinvestment Act of 2009, the state Departments of Social Services, Public Health, and Emergency Management and Homeland Security (DEMHS), Connecticut Commission on Children and CT United Way 2-1-1 are working with Save the Children, local emergency response personnel and local child care programs to ensure an enhanced level of preparedness amongst the child care community. This initiative is examining disaster preparedness plans for the child care community currently in place in Connecticut. In partnership with state and local emergency officials, the initiative will enhance existing measures and provide additional training to child care providers so they are prepared to address the unique needs of children in an emergency.

Impact - Preparedness, Response and Recovery planning within the child care community is essential to ensuring the safety of children, their child care providers, and the greater community. Child care programs provide a foundation for young children's physical, emotional and cognitive well-being, and are essential to community recovery in the aftermath of an emergency. The inability of child care facilities to re-open following an emergency can force families to leave children unaccompanied or in unsafe, informal care, increasing their risk of injury or abuse while parents seek recovery assistance. Child care is essential to jump-starting local economies following an emergency. A reliable workforce needs safe, secure child care for employees to resume work.

Program Deliverables include:

- Preparedness, Response, Recovery Planning
- Training Activities – child care providers and emergency professionals responsible for disaster shelter operations
- Communications - Geographic Information System (GIS) Map of child care providers

As a result of Connecticut's commitment to emergency preparedness and children, an *Act Concerning Children Affected by Disaster and Terrorism* Public Act 11-66 has been passed. This Act requires DEMHS to amend current civil preparedness plans and programs to include planning activities specifically for children and youth in the event of natural or man-made disasters and terrorism.

- **Mobile Communications Vehicle Initiative**

The State is procuring and will deploy over the next year, 6 mobile communications vehicles, one operated by DESPP/DEMHS and 5 operated by municipal or regional entities. These units will provide for the establishment of interoperable tactical networks, support the use of wireless data, assist with system surge, and provide the basis for restoration of damaged systems. This project is funded from the Public Safety Interoperable Communications (PSIC) Grant as part of the Strategic Technical Reserve.

Intentionally Blank

Appendix B
Pre-Activation
Framework

Intentionally Blank

State of Connecticut
State Response Framework (SRF)

Appendix B
Pre-Activation Framework

Table of Contents

	Tab- Appendix B
I. Introduction	1
II. A. State Unified Command Structure and Reporting for Pre-Activation Activities	1
B. DESPP/DEMHS Command Structure and Reporting for Pre-Activation Activities	3
III. Operational Periods & the Planning “P”	3
IV. Coordination with other State Agencies	5
V. Coordination with New England States	5
VI. Federal Integration	5
VII. Information Rhythm and Connecticut’s Situation Report	5
Internal DEMHS Communications	7
Communication with Municipalities (EMDs and CEOs)	7
Communications with Private Sector and Volunteer Organizations	7
VIII. Pre-Activation Activities	8
Attachment A –Sample Connecticut Situation Report Template	11
Attachment B – Sample Information Rhythm Chart	12

Intentionally Blank

Appendix B

Pre-Activation Framework

I. Introduction

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

II.

A. State Unified Command Structure and Pre-Activation Activities

The state Unified Command for a state-wide or regional incident would typically be used for those incidents that go beyond municipal capacity to respond, or those incidents that require assistance from across multiple state agencies (e.g. incident response that requires integration and sustained coordination among and across multiple state agencies).

The term ‘Pre-Activation’ refers to actions being taken in response to a potential or developing incident prior to the activation of the state Emergency Operations Center (EOC).

The state Unified Command would normally include Commissioners from affected or involved agencies acting in support of the Governor. The composition of the state Unified Command may change depending on the event, but in general, would include the Office of the Governor, DESPP (Divisions of EMHS, CSP, and Fire Prevention and Control), DOT, DPH, DEP, and the Military Department. In some cases, Commissioners from DAS, DOC, DMV, DSS, or DoAg may be included in the Unified Command, among others, depending on the incident. The exact composition and size of the state Unified Command will depend on the type and size of the incident.

Pre-activation activities involving the state Unified Command will normally be managed by DESPP/DEMHS, in the role of integrating the state-wide response to an incident and coordinating with the Governor’s Office as necessary. Interaction with the Governor’s Office will vary depending on the type and size of the incident. Management of the pre-activation activities have been delegated by the DESPP Commissioner to the DESPP Deputy Commissioner of the Division of Emergency Management and Homeland Security (DEMHS) and the State Director of Emergency Management.

Typically, the range of pre-activation activities include:

- Monitoring;

- Providing situational awareness;
- Pre-incident preparations and coordination by various agencies.

During the monitoring phase of an incident or potential incident, DESPP/DEMHS will track the development of a potential incident (in the case of an approaching weather system, for example). This phase may include communication and coordination with other state agencies; with federal partners such as the National Weather Service (NWS), the National Hurricane Center or FEMA; private sector partners such as utility companies, and; state and regional level Emergency Support Function Groups. In the case of non-weather related incidents, the monitoring phase might include coordination with homeland security or intelligence entities or partners such as the state Intelligence Fusion Center, the division of State Police, or federal partners such as the FBI, Coast Guard or TSA. In the case of natural events, the State Director of Emergency Management will normally coordinate monitoring of situational awareness activities.

In the case of Homeland Security related incidents, the monitoring and situational awareness activities would normally be coordinated by the Fusion Center Director with the assistance of the State Director of Emergency Management, as necessary.

Depending on the nature of the incident, DESPP/DEMHS will prepare and distribute situational awareness advisories or bulletins to appropriate partners. For a weather-related incident, this would normally include weather bulletins to all municipalities and to state agencies. Depending on the type and severity of the weather system, these weather reports might begin as soon as 3-5 days prior to the event (in the case of a potential hurricane) or might begin just a few hours prior to the event (in the case of a rapidly developing severe weather system that can produce tornadoes). In the case of homeland security-related incidents, situational awareness reports would typically be drafted and distributed via the state Intelligence Fusion Center. The distribution of these reports would be based on the type and sensitivity of information contained in the report.

Situational awareness often includes conference calls among the members of the state Unified Command, or with other entities, depending on the type and extent of the incident. These conference calls provide the necessary collaboration and coordination in advance of the activation of the state EOC. Typically, the Unified Command will assemble via conference call to advise the Governor on preparations being made, and recommended actions to be taken. At some point, again depending on the nature of the incident, the state Unified Command might meet with the Governor, usually in the state EOC, as part of the pre-activation coordination activities.

Conference calls are also held with partners beyond the state Unified Command, depending on the nature of the incident. For example, in the case of a severe approaching weather system, the Unified Command would normally host a state-wide conference call with municipalities across the state to review and share information and discuss preparations being made. These conference calls also provide an opportunity for the Governor and/or the Unified Command to provide a consistent message to the first responder community.

The timing and organization of these conference calls or meetings are coordinated by DESPP/DEMHS, on behalf of the Governor’s office in the role of integrator of the state-wide response to an incident. Examples of events for which these calls or meetings might be necessary include severe weather events such as approaching snowstorms or tropical storms/hurricanes.

Pre-incident preparations are typically initiated as a result of recommendations from the state Unified Command, based on an assessment of the incident. All appropriate state agencies, including those within the Unified Command, should take such steps as each agency deems necessary to prepare for the event.

State agency preparations normally fall within two areas:

- Preparations necessary to protect and preserve agency staff, functions and assets (this might include COOP actions if certain agency locations are no longer viable, depending on the incident)
- Preparations necessary to sustain services to the agency constituency (for example, alternative means of service delivery might be necessary in the event of certain incidents).

B. DESPP/DEMHS Command Structure and Reporting for Pre-Activation Activities

Pre-activation activities will be managed by the State Director of Emergency Management in consultation with the DESPP Deputy Commissioner of DEMHS. As the situation warrants, the Director shall assign Multi Agency Coordination System (MACS) or SEOC positions. As the number of necessary tasks increases, the Director of Emergency Management will strive to distribute work as evenly as possible so staff members can accomplish these Pre-Activation goals while still maintaining their current workload. If a certain staff member must take on numerous extra responsibilities, thereby inhibiting his/her routine DESPP/DEMHS work, the individual’s supervisor and/or manager should work with staff to balance the workload. Pre-Activation tasks may take priority over routine work.

Supervisors will keep a record of the task assignments to staff and the progress of each job. This information will be reported to the Director on a revolving timeline he determines (i.e., hourly, daily, weekly). The Director, or designee, will compile and report the overall percentage of completion to the Commissioner and/or other internal and external staff.

Refer to Appendix C of the State Response Framework for more on DESPP/DEMHS’s organizational structure.

III. Operational Periods and the Planning “P”

During Pre-Activation, the operational period will be determined by the State Emergency Management Director. DESPP/DEMHS operations will be in the “M” monitoring phase¹. The State Director of Emergency Management will determine the need for staff to devote time to Pre-

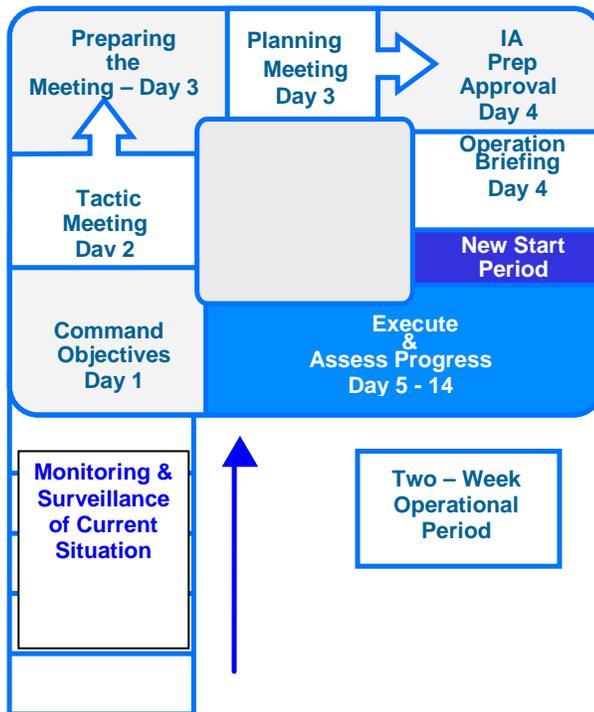
¹ DEMHS Advisory Bulletin 2009-3 (April 9, 2009)

Activation activities that may take place in or out of the State Emergency Operations Center (EOC). The Director will be responsible for developing a staffing roster to accomplish those activities. The Director may assign this responsibility to the Planning Section Chief.

The Planning “P” will be followed as a guideline for planning activities, with the Planning Section Chief in charge of this process. Key factors will be monitored to determine when to increase the frequency of operational periods. Three key factors to increasing the frequency of the operational period have been identified. These factors may also drive the decision to partially or fully activate the State EOC. The three factors are:

- Governor’s Direction
- Recommendation of Unified Command
- Other

Below is an example of the Planning “P” with a two week operational period:



IV. Coordination with other State Agencies

The lead state agency, if other than DESPP/DEMHS, will be determined by the situation and/or by the Governor. Information sharing and situational awareness between agencies is critical to the successful management of the emergency. The Director of Emergency Management will confer multiple times a week with the lead State agency or agencies to ensure coordination between the agencies. The DESPP/DEMHS Public Information Officer will act as a liaison with any other agencies to collect data that may be included in the State of Connecticut Situation Report.

V. Coordination with New England States

Regular monthly coordination calls take place between the state Emergency Management Directors through the Northeast States Emergency Consortium (NESEC). As the situation warrants, the frequency of these calls may increase, and/or information may be shared among states via daily email reports. The NESEC Public Information Officers (PIO) group currently shares public information releases among the six New England States and each PIO has expressed their willingness to assist other states' PIOs if needed.

VI. Federal Integration

DHS/FEMA

Federal Emergency Management Agency (FEMA) Region 1

From its offices in Boston, FEMA's Region 1 works in partnership with the emergency management agency's of Maine, New Hampshire, Vermont, Rhode Island, Connecticut, and the Commonwealth of Massachusetts to prepare for, respond to and recover from disasters. The Regional Administrator, currently Don Boyce, is Connecticut's primary point of contact. Robert Nadeau is currently the FEMA Region 1 liaison to Connecticut.

DESPP/DEMHS will continue to share Connecticut's Situation Reports with the FEMA Region I (or Region A if so designated by the emergency) representatives via email. Monthly conference calls with Region 1 and its constituent states already occur, but the frequency may need to be increased depending upon the situation. It should also be noted that upon EOC activation, FEMA and the Incident Management Assistance Team (IMAT) will play an important role in the response and, if needed, may send personnel to assist in the EOC. DESPP/DEMHS monitors FEMA Region 1's Situation Report website which can be found at <http://www.fema.gov/about/regions/regioni/sitrep.shtm>.

VII. Information Rhythm and Connecticut's Situation Report

DESPP/DEMHS will coordinate an information rhythm that will facilitate the development of a Connecticut Situation Report. The Connecticut Situation Report produces a consistent, unified messaging that will flow at regular intervals based upon the established information rhythm.

Information for the Connecticut Situation Report will be collected from many different sources, including state agencies. Information can be collected and shared in a variety of ways. An incident may be established in WebEOC, an Incident Action Plan (IAP) (ICS-202) may be posted in WEBEOC and distributed through email or other means. The Connecticut Situation Report may increase in frequency and be distributed electronically or by other means.

The Governor’s Public Information Team has the responsibility to collect information from all of the agencies which will be used to keep the Governor informed and updated of the situation and also works to produce a coordinated message for dissemination. The goal is to keep all messages related to an emergent situation consistent across all agencies, while still being able to tailor them to each agency’s constituency. The DESPP/DEMHS Public Information Officer will share all communications or public information with the Governor’s Public Information Team prior to release.

Regular conference calls may be used as a way of briefing towns, state agencies, contiguous states or federal partners.

The following list highlights state agencies that have different sector/emergency support function responsibilities. These agencies may be contacted to facilitate DESPP/DEMHS’ information gathering. This list is not exhaustive: other agencies should be contacted depending on the circumstances of the event.

AGENCY	SECTOR	ESF#
DESSP/Commission on Fire Prevention & Control	Fire, Rescue, and HAZMAT	4,9
Department of Administrative Services/IT/Public Works	Human Resources, COOP, public works, information technology	2, 3, 7
Departments of Agriculture, Consumer Protection	Agriculture & Food	11
Department of Banking	Banking & Finance	5
Department of Correction	Correctional Facilities, logistics	5, 7
Department of Developmental Services	Special Populations	6/8
Department of Education	Schools	5
Department of Energy and Environmental Protection	Chemicals, Oil, & Gas, Radiological, law enforcement, public utilities	10, 11, 12, 13
Department of Higher Education	Colleges & Universities	5
Department of Insurance	Insurance , Recovery	5, 14
Department of Mental Health & Addiction Services	Mental Health	6, 8
Department of Motor Vehicles Department of Transportation	Transportation	1
Department of Public Health Department of Consumer Protection	Public Health & Medical (EMS)	8

(pharmaceuticals)		
Department of Emergency Services and Public Protection/State Police/POST	Law Enforcement	13
Military Department	CST, Logistics, Search and Rescue	5, 7, 9
Department of Social Services	Mass Care, Housing, Human Services	6

Internal DESPP/DEMHS Communications

For the purposes of internal situational awareness, a current situational update is included in the DESPP/DEMHS “morning report” which is distributed to all staff via electronic mail daily. This report may include:

- Activation status
- Current Situation/Weather Report
- DESPP/DEMHS activities
- Recommended personal preparedness

In addition to this daily report, conference calls and meetings will take place at the discretion of the Director, the Deputy Commissioner of DEMHS, and/or the Commissioner of DESPP. The purpose of these meetings will be to further brief the staff on the current situation status and the agency’s activities. Specific units may hold additional meetings to discuss the cessation or reprioritizing of everyday tasks so that the agency can focus on the emergent situation at hand.

The Director of Emergency Management (or designee) may also coordinate a regular conference call with the 5 DESPP/DEMHS Regional Coordinators. The purpose of the conference call with the Regional Coordinators will be to provide updates about the current situation and also to allow them to report back on what the municipalities’ concerns, reactions, and requests have been to the Regional Offices. The Director (or designee) will then produce a report for the DESPP Commissioner/Deputy Commissioner of DEMHS that can be brought to Command Staff for discussion.

Communication with Municipalities (EMDs and CEOs)

DESPP/DEMHS will collect situation reports from the municipalities through the Regional Offices. The Connecticut Situation Report will be disseminated through the Regional Offices back to the municipalities, and may be posted on the DESPP website.

The Regional Coordinators will be an integral part of the communications flow, in regular contact with their constituent municipalities and local Emergency Management Directors (EMDs). As the first point of contact for DESPP/DEMHS, the Regional Coordinators will receive any concerns or comments from the local EMDs. The Regional Coordinators will also receive requests for resources and assistance from the towns and will maintain a good working knowledge of the towns’ capabilities. In this Pre-Activation status, any requests will be reported by the Regional Coordinators to the DESPP/DEMHS Operations Section Chief (or designee) who will ensure that all requests are logged and monitor the types and amounts of assistance requested. In addition, the Regional Coordinators may survey local governments to determine what their potential needs will be and any anticipated shortfalls they may have.

Communications with Private Sector and Volunteer Organizations

DESPP/DEMHS may work with its current Public / Private Sector partners to set up a distribution list for the private sector. The Regional Coordinators may reach out to their established Regional Emergency Planning Team (REPT) and Regional Emergency Support Function (RESF) Working Groups and ask them to provide additional contact information to further develop the distribution lists for the Private Sector and Non-Governmental Organizations (NGO). Certain REPTs have a separate private sector working group while others include these organizations under other headings (i.e. private transportation groups under ESF 1, utilities under ESF 12, etc.).

Volunteer Organizations will also be a primary link to the community and they may be called upon to assist during the emergency. Regular contact with these groups already occurs on multiple levels. DESPP/DEMHS works with the CT Voluntary Organization Active in Disaster (VOAD) on a state level along with the Citizens Corp, Community Emergency Response Teams (CERT), and Medical Reserve Corp (MRC). Other volunteer groups and nongovernmental organizations, such as the American Red Cross and the Salvation Army, play a large role in disaster response, and are valuable partners in emergency preparedness, planning and response. In addition, the REPT groups often have subcommittees for the Citizen Corps and other volunteer programs. These groups should be included in communications that will appropriately increase their situational awareness. Reports and releases should be sent out to these organizations when disseminating them to the EMDs and CEOs.

DESPP/DEMHS may use its Critical Infrastructure (CI) Unit’s established contacts with CI organizations in the state. The Critical Infrastructure Unit will be the primary contact with these organizations and work with them on their preparedness level and COOP activities.

VIII. Pre-Activation Activities

The following is a list of Pre-Activation activities by position. As mentioned in Subsection II – DESPP/DEMHS Command Structure and Reporting Schedule, supervisory staff assigned to these positions will delegate the duties to other staff members and will have responsibility for oversight of the task and reporting on its status to the Director at regular intervals.

Emergency Management Director

- Assign DESPP/DEMHS staff to MACS positions
- Coordinate / Meet with appropriate state agency(ies).
- Continually Gather Reports and Monitor Situation
 - Report Results to DESPP Commissioner, Deputy Commissioner of DEMHS, and other Command Staff.
- Monitor *key factors* (p.2) to increase activities in the agency (i.e. quicker operational periods, ramp up to partial or full activation, etc.).
- Determine needs of DESPP/DEMHS during an activation to sustain normal operations and deal with emergency

Public Information Officer

- Meet with Critical Infrastructure Unit to gather contact information
- Develop possible agendas and forums for public meetings and briefings
- Meet with lead agency(ies) and Governor’s Emergency Communications Team to discuss public information release schedule and format
- Determine readiness of Media Center and all contacts
- Determine the Joint Information Center activation and staffing schedule
- Meet with 2-1-1 in regards to information sharing (reporting from 2-1-1, getting information to 2-1-1, trend identification)
- Meet with Connecticut Television Network (CT-N) to discuss activation readiness and Joint Media Center activation readiness
- Meet with CT Commission on the Deaf and Hearing Impaired to discuss possible activation needs and to provide briefing material
- Conduct test of the Emergency Notification System.

Legal Counsel

- Review and provide legal guidance
- Establish legal working group
- Research Possible Declarations (state, local, and federal)
- Research FEMA interpretations of the Stafford Act
- Assist Public Information Teams as needed

MAC Group Coordinator/Operations Chief

- Check WebEOC Checklists for validity (i.e. not tailored just to hurricanes, etc., but an all hazards approach)
- Develop staffing patterns (in consultation with the Director of Emergency Management) and checklists for changing from Pre-Activation to Partial or Full Activation of the EOC
- Coordinate with Training Unit on providing EOC training or refresher for all DESPP/DEMHS staff , state agency primary and alternate representatives, and other outside EOC participants, on their roles and responsibilities during an emergency
- Coordinate social distancing procedures and facility cleanliness needs when contagious disease is a concern.
- Coordinate with volunteer groups and assess their status and availability to assist.
- Coordinate with available behavioral health crisis teams (i.e. DMHAS)
- Ensure EOC has all needed supplies (office supplies, cleaning, etc.)
- Ensure all Regional Office have needed supplies
- Create and maintain a Major Events Log to record all activities for future reference
 - To include title of event, item #, date & time, to/from, description. Action required, and action completed
- Determine security needs of the EOC
- Determine back-up EOC / alternate facility needs
- Determine sources for supplemental staffing if needed

Planning Section Chief

- Gather and review all available pertinent state, local, and private plans.

- Work with MAC Coordinator and/or logistics officer to determine availability of identified resource needs.
- Determine the possible/probable needs of local governments during the current situation.
- Ensure all referenced documents are in good condition and present at the EOC
- Establish a Situation Assessment Unit as needed to produce Incident Action Plans and Situation Reports on a regular basis.
- Establish an Information Management/Resources Unit as needed to track and log and resources requested and fulfilled, and/or to produce additional reports as appropriate.

Logistics Section Chief

- Test all information technologies capabilities (two-way radios, phones, large displays, fax machine, etc.)
- Ensure all needed supplies are present
- Test remote information technologies capabilities (i.e. backup EOC location)
- Work with the planning, financial section chief and/or MAC to determine resource needs and gather contacts for getting these resources
- Anticipate local and state agency needs and determine availability of the resources

Finance/Admin Section Chief

- Setup or determine needs to have emergency funds available for EOC activation and ramp up
- Determine needs of finance department to sustain normal functions during an activation
- Identify any grant funding or Federal Disaster Programs that DESPP/DEMHS may utilize to prepare for and respond to the emergency or disaster situation.

Attachment A – Sample Connecticut Situation Report Template

DESPP/DEMHS Situation Report (SitRep) Format Section	Source
(Time), (Date) CT DESPP/DEMHS SEOC Situation Report	Title
Critical Incident Summary:	Taken from Planning Section summary of the incident and actions taken within the current and previous Operational Period as required to provide a short summary of events. This should also be on the ICS Form 202.
State Emergency Operations Center Activation level: <ul style="list-style-type: none"> • Monitoring • Partial Activation/Limited Partners • Full Activation 	
Agencies present at SEOC	List all agencies present
DESPP/DEMHS Briefing	Summarize current situation in the state. Include relevant weather conditions, power outages, SEOC status/shifts, Regional Office issues, etc. except as noted below.
Power Outages <ul style="list-style-type: none"> • NU • UI 	If relevant to the activation, the information should come directly from the company representatives. If not available, the websites can be found at: NU: http://www.cl-p.com/outage/default.aspx UI: http://www.uinet.com/wps/portal/uinet/home Click “Outage Map”.
National Weather Service (NWS) Summary	Warnings/Watches/Alerts as published by National Weather Service. .
DESPP/DEMHS Regional Updates DESPP/DEMHS Region # SITREP # – REGION #, (time) <ul style="list-style-type: none"> • Staff present at Region # Office • Deployment of Personnel • Situational Awareness Relevant regional items. Follow-up on items requested since previous report. • Summary of New Requests for Assistance / Resources* • Local Status (As reported by local EMD) SEOC activations, significant events, etc. Shelter Operations 	All Regions reporting (if applicable to the activation). Relevant Regional issues (within towns) in the indicated format. * Note – this is a summary. Request must be submitted separately.
State Agencies	Sit Rep should include overall agency operations summary, status of any ongoing missions, areas of concern for Agency, and any items which may impact the overall operation or the operation of other Agencies. (Urgent issues should be reported immediately to the MAC Coordinator and summarized in next report)
Federal Partners	See above
School Closings	If applicable to the activation.
Other Issues	If necessary (if applicable to the activation).

Attachment B – (SAMPLE) Information Rhythm Chart

H1N1 Weekly Information Rhythm (Week of 5 October 2009)					
	Meetings	Conference Calls	Receive Information	Publish Reports	Other Activities
Monday			DPH Daily SitRep at 1600	DEMHS Internal Staff Update	H1N1 Flu Hotline Open 0700-1900
Tuesday			DPH Daily SitRep at 1600	DEMHS Internal Staff Update	H1N1 Flu Hotline Open 0700-1900
Wednesday	Governor's H1N1 Communications Team - 1100	DPH Conference Call with Local Health 1200 (as needed)	DPH Daily SitRep at 1600	DEMHS Internal Staff Update	H1N1 Flu Hotline Open 0700-1900
Thursday			CDC Weekly Update - 1100 DPH Daily SitRep at 1600	DEMHS Internal Staff Update	H1N1 Flu Hotline Open 0700-1900
Friday	H1N1 Interagency Meeting 1300	Governor's Call with EMD / CEO/ DPH at 1400 (will only be as needed)	DPH Daily SitRep at 1600	DEMHS Internal Staff Update DEMHS Publishes Connecticut Situation Report – 12 Noon	H1N1 Flu Hotline Open 0700-1900
Comments: Semi-Weekly on Tuesday & Thursdays from 1430 to 1520: CDC H1N1 Call with state and local health officials on policy issues related to H1N1 response activities. 3 rd Tuesday of the Month – CT Pandemic Interagency Strategic Planning Task Force – 1300-1500					

Appendix C
State EOC
Standard Operating
Procedures

Intentionally Blank

Appendix C

State Emergency Operations Center (SEOC) Standard Operating Procedures (SOP)

	Tab- Appendix C
I. Summary	1
II. Authority, Mission and Organization	1
A. Authority	1
B. Mission	2
C. Organization	2
III. DEMHS Advisory Bulletins	3
A. Advisory Bulletin 2009-3 Emergency Activation Levels	3
B. Advisory Bulletin 2007-1 Role of Emergency Support Functions	3
IV. Governor’s Briefings	8
V. Press Conferences	8
VI. State EOC (SEOC) General Information	8
A. Arrival and Parking	8
B. Checking In & Security	8
C. Meals	9
D. Sleeping Accommodations	9
E. Facilities	9
F. 24-Hour Staffing	9
G. SEOC Phone & Email Assignments	9
H. SEOC Fax Machines	9
I. “Blast” Fax & Email Capability	10
J. Copy Machines	10
VII. SEOC Staff Organization	10
A. Staffing Template	10
SEOC Staffing Matrix (Chart)	11
B. SEOC Responsibilities of DEMHS Staff	12
VIII. SEOC Organization within ICS Structure	13
A. Policy Level Group/Incident Command/Unified Command	13
B. Command Staff & MAC System Implementation Staff	14
1. Command Staff	14
a) Public Information Officer/Joint Information System	14
b) Safety Officer	15
c) Legal Advisor	15
2. Implementation Staff	15
a) MAC Group Coordinator	15
i. Summaries of Duties	15
ii. MAC Group Coordinator Job Aid	16
b) Planning Section Chief/Situation Assessment Unit Leader	17
i. Summaries of Duties	17

1) Incident Action Plan	17
2) Situation Report (SitRep) Template	17
3) Major Events Log	20
ii. Planning Section Chief/Situation Assessment Unit Leader Job Aid	22
c) Information Manager/Resources Status Information Unit Leader	22
i. Summaries of Duties	22
1) Incoming Information Intake	23 & -24
Table 1. Incoming Information flow from Local to Regional Offices	24
Table 2. Incoming Information flow from Regional Offices to SEOC	24
2) Process	23 & 25
Table 3. Positions/Jobs within Information/Data Unit Responsibilities	25
3) Tracking Information	23 & 26
Table 4. Information Types – To/From – Mode of Transmission	26
4) Documentation	27
A) Message Form and Instructions	27 & 28-29
B) Agency Logs	27& 30
C) Use of WebEOC within State EOC	27 & 31-32
ii. Information Manager/Resources Status Information Unit Leader Job Aid	33
d.) Logistics Section chief	33
i. Summary of Duties	33
1) Service	33
2) Support	34
ii. Logistics Section Chief Job Aid	35
e) Finance/Administration Section Chief	36
i. Summary of Duties	36
ii. Finance/Administration Section Chief Job Aid	36
X. EOC Activation checklists	37
A. Activation: Initial Activities	38
1. Duties of MAC Group Coordinator	38
Opening & Operating SEOC	38
Ongoing SEOC Duties	39
2. Duties of Logistics	40
Communications	40
Security	40
3. Duties of DEMHS PIO	41
ATTACHMENTS	43
1. Hurricane Preparedness Checklist (72-48 Hours)	45
2. Hurricane Preparedness Checklist (48-36 Hours)	49
3. Hurricane Preparedness Checklist (36-48 Hours)	53
4. Hurricane Preparedness Checklist (24-12 Hours)	57

Appendix C

Connecticut State Emergency Operations Center Standard Operating Procedure

I. SUMMARY

This Standard Operating Procedure (SOP) outlines the mission assignments of the state agency liaisons assigned to the State Emergency Operations Center (SEOC) whenever the Governor/Commissioner of the Department of Emergency Services and Public Protection (DESPP)/Deputy Commissioner of the Division of Emergency Management and Homeland Security (DEMHS) or his/her designee orders the activation of the SEOC. This SOP outlines the interaction of state agencies with other state agencies within the SEOC as well as private response agencies (e.g., utilities, the American Red Cross) and the federal government in disaster situations.

The SEOC will monitor disaster response activities statewide and will coordinate the allocation of assistance to state and local authorities as necessary and appropriate. The SEOC will maintain communications with the Federal Emergency Management Agency Regional Operations Center (ROC) in Maynard, Massachusetts. Communications with local authorities will be maintained through five DEMHS Emergency Management and Homeland Security Regional Offices located in Bridgeport (Region I), Middletown (Region II), Hartford (Region III), Colchester (Region IV) and Waterbury (Region V).

Within the National Incident Management System, in times of emergency, DEMHS, through the SEOC, operates, supports and oversees a Multi-Agency Coordination (MAC) System, which is a combination of facilities, equipment, personnel, procedures and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

DEMHS' primary functions in the SEOC during activation are:

- Determine Incident Priorities, Acquire and Allocate Critical Resources
- Support Relevant Incident Management Policies and Interagency Activities
- Coordinate with other MAC systems (Other State EOCs, etc.)
- Coordinate with the Locals (EMDs, Local Chief Executive Officers, etc.)
- Support and Maintain the Common Operating Picture (collecting and analyzing and reporting information [Situation Reports],
- Maintain the Joint Information System (JIS)

II. AUTHORITY, MISSION, AND ORGANIZATION

A. AUTHORITY:

Title 28, Chapter 517 of the Connecticut General Statutes is the major source of authority for the State of Connecticut and its political subdivisions to prepare for and respond to natural disasters and other emergencies.

The Robert T. Stafford Emergency Relief and Disaster Assistance Act (PL 93-288, as amended) (“The Stafford Act”) is the federal legislation that created a national program for disaster preparedness, response, recovery, and mitigation. Connecticut’s emergency management program, developed under the authority of Title 28, complies with the federal program established by the federal Stafford Act.

Although there are many federal and state statutes and regulations that have a bearing on emergency management, Title 28 of the Connecticut General Statutes and the federal Stafford Act are the two laws most central to emergency management in Connecticut.

B. MISSION

The mission of Connecticut's DESPP Division of Emergency Management and Homeland Security is to direct and coordinate all available resources to protect the life and property of the citizens of Connecticut in the event of a disaster or crisis, through a collaborative program of prevention, planning, preparedness, response, recovery and public education. The goal of the Connecticut emergency management community (state and local governments and private response and recovery organizations) in times of natural disaster is:

- to maximize the preservation of life and property;
- to correct or alleviate, serious disaster or emergency-related conditions which present continued threats to the health or welfare of the residents of the state;
- to facilitate a return to normalcy by all practical means.

C. ORGANIZATION

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

The Governor's State Emergency Operations Center (SEOC) in Hartford provides the main coordination center which serves as a location from which the MAC can operate. The five DEMHS Regional Offices are also part of the facilities component of the MAC, as are each State agency's individual EOCs and command centers. DEMHS staffs the SEOC, which is located in the William O’Neill National Guard Armory, 360 Broad Street in Hartford. During emergencies, the SEOC is also staffed with representatives (liaisons) of key state and private agencies. The SEOC maintains communications with other single state agency EOCs, federal agencies and facilities, and private agency EOCs. Communications are maintained with the towns, cities and Tribal Nations of the state through the DEMHS Regional Offices. The Media Center in the SEOC is used as a Joint Information Center (JIC) by federal, state, and private agencies involved in responding to an emergency.

Connecticut’s municipalities and two tribal nations are divided into five emergency preparedness planning regions. The five DEMHS Regional Offices, located in Bridgeport, Middletown, Hartford, Colchester and Waterbury, provide administrative support and planning assistance to local governments within their jurisdictions. During emergencies, the Regional Offices serve as resource coordinators and liaisons between towns and the SEOC. The staff of the Regional Offices may be augmented during emergencies.

Each of the State's 169 political subdivisions has an emergency management director appointed by the local chief executive official of the town. Only a few local emergency management directors are full-time, paid directors. The majority of local emergency management directors are part-time directors with no staff support. Many of these part-time directors are volunteers. Most towns and cities have a municipal facility designated as a local Emergency Operations Center (EOC), which serves as the local chief executive official's direction and control center. During emergencies, local officials maintain communications with the DEMHS Regional Office serving their region.

III. DEMHS ADVISORY BULLETINS

A. DEMHS Advisory Bulletin, 2009-3

DEMHS Advisory Bulletin, 2009-3, outlines the standard terminology for emergency activation levels, as well as the activation process for regional emergency support plans and DEMHS regional offices. **See pages 4-5 for DEMHS Advisory Bulletin, 2009-3.**

B. DEMHS Advisory Bulletin 2007-1

Advisory Bulletin 2007-1 outlines, among other things, the role of emergency support functions (ESFs) in Connecticut. As described in Advisory Bulletin 2007-1, the definition of an ESF in Connecticut as used by DEMHS at the state and regional level has been modified somewhat from the definition used in the National Response Framework, in order to coordinate with the current organizational composition, command structure and requirements of the Connecticut emergency management community. **See pages 6-7 for DEMHS Advisory Bulletin 2007-1.**

The rationale behind the use of the ESF structure and terminology is to encourage all levels of government in the State of Connecticut to work in a coordinated and standardized manner with each other and with our sister states, as well as with federal entities. The use of standardized functional categories helps to create a seamless transition from local to state to federal emergency management.

The following definitions and assumptions apply to ESFs in Connecticut:

- An ESF is defined as a discipline-oriented working group. ESFs at both the state and local level are intended to foster collaborative planning within a particular discipline, and not to alter existing incident management coordination. The ESF structure is intended to provide a resource tool for the incident commander, not to replace or interfere with any established unity of command.
- The DEMHS regional emergency planning teams, including any ESF subcommittees, are intended to develop regional resource coordination. During an incident, these regional emergency planning teams are not intended to provide a command and control vehicle—they are strictly to provide resource information, through the DEMHS regional coordinator, both down to the appropriate local communities and up to the State Emergency Operations Center (SEOC).



STATE OF CONNECTICUT
DEPARTMENT OF
EMERGENCY MANAGEMENT AND HOMELAND SECURITY



OFFICE OF THE COMMISSIONER
ADVISORY BULLETIN 2009-3
Issued April 9, 2009

- RE: 1. [STANDARD TERMINOLOGY FOR EMERGENCY ACTIVATION LEVELS](#)
2. [ACTIVATION PROCESS FOR THE REGIONAL EMERGENCY SUPPORT PLAN AND THE DEMHS REGIONAL OFFICES](#)

The Department of Emergency Management and Homeland Security (DEMHS) continues to work in collaboration with its local, state, federal and tribal partners to enhance the State's preparedness efforts. This Advisory Bulletin serves two purposes: first, to establish standard terminology to describe DEMHS activation levels; and secondly, to outline the activation process for the [DEMHS Regional Offices](#) and also for the Regional Emergency Support Plans which are currently being finalized in each DEMHS Region.

1. Activation Levels – Standard Terminology: Use at the Regional Level

The following terminology for activation levels will be used at the State Emergency Operations Center (SEOC) and at the DEMHS Regional Offices in the following manner:

- M Monitoring Level:** Each DEMHS Regional Office, through its daily operations, is constantly in a monitoring mode. Any reported situation, threat or unusual event warrants observation, verification of appropriate actions and possible follow-up by the DEMHS Regional Coordinator.
- P Partial Activation:** The Partial Activation Level is typically a limited DEMHS activation in response to a moderate event. The DEMHS Regional Coordinator, in concert with Commissioner-approved¹ DEMHS staff, may be asked to report to the DEMHS Regional Office, when feasible. As the situation warrants, representatives of select Regional Emergency Support Function (RESF) groups may be asked to report to the DEMHS Regional Office. The participation of these individuals will be approved as described in Paragraph 2.3 below. The DEMHS Regional Coordinator may implement the Incident Command System (ICS) to coordinate response.
- F Full Activation:** At the Full Activation Level, the DEMHS Regional Office may be activated on a 24-hour schedule due to a major event. Commissioner-approved DEMHS staff may be asked to report to the DEMHS Regional Office, when feasible. As the situation warrants, representatives of select Regional Emergency Support Function (RESF) groups may be asked to report to the DEMHS Regional Office. The participation of these individuals will be approved as described in Paragraph 2.3 below. The DEMHS Regional Coordinator may implement ICS to coordinate response. In a full-scale activation, response, relief and recovery operations are expected to last for an extended period of time.

¹ Wherever there is a reference to DEMHS Commissioner approval, it is anticipated that such approval may be made in advance where possible, and also that the DEMHS Commissioner may designate another DEMHS employee to review these approval requests as needed.

H Highest Activation: At the Highest Activation Level, there are widespread and sustained threats to public safety that require a large-scale state and/or federal response.

2. Activating the Regional Emergency Support Plan and the [DEMHS Regional Offices](#)

Escalation of an Emergency: In Connecticut, communities may enter into mutual aid agreements with neighboring towns, including utilizing the Intrastate Mutual Aid Compact to obtain sufficient resources to deal with an emergency.

If an emergency situation intensifies or continues for an extended period of time, resources of any one town, or group of towns, could be depleted. Requests for assistance would then need to be addressed to more distant communities. Given these circumstances, a DEMHS Region's Regional Emergency Support Plan (RESP) can be activated for an effective regional response. Also, under the Intrastate Mutual Aid System ([Connecticut General Statutes §28-22a](#)), each municipality in the state can provide mutual aid to any other municipality which has declared an emergency.

[Title 28, Chapter 517](#) of the Connecticut General Statutes establishes the authority of the State of Connecticut and its political subdivisions to prepare for and respond to natural disasters and other emergencies. In the event the Governor declares a state of civil preparedness emergency, pursuant to [Connecticut General Statutes §28-9](#), s/he may take direct operational control of any or all parts of the civil preparedness forces and functions in the State.

1. Activating the Regional Emergency Support Plan

When a local emergency threatens to escalate beyond the immediate mutual aid resources of a municipality, the on-site Incident Commander (IC), in consultation with the local Emergency Management Director (EMD), can activate the Regional Emergency Support Plan (RESP). The EMD will immediately notify the DEMHS Regional Coordinator that the RESP has been activated.

2. Notifying the DEMHS Regional Coordinator

The local Emergency Management Director notifies the DEMHS Regional Coordinator to inform DEMHS of the emergency situation and of the activation of the Regional Emergency Support Plan. This procedure is in effect 24/7, whether or not the DEMHS Regional Office is open. When notified by the EMD, the DEMHS Regional Coordinator establishes the necessary contact information and prepares and forwards a situation report to the DEMHS Operations Unit. The DEMHS Operations Unit then alerts other DEMHS staff as appropriate. The DEMHS Regional Coordinator will continue to monitor the situation; operating from whatever location s/he happens to be at the time (home, office, etc). At this point, the RESP is activated, but the Regional Office may or may not be physically open.

3. Opening the [DEMHS Regional Office](#)

During an emergency within the region, a local EMD may request additional resources through the DEMHS Regional Coordinator. This may result in a decision to physically open the DEMHS Regional Office.

If the DEMHS Regional Office is authorized by the DEMHS Commissioner or designee to open, its staff may include: the DEMHS Regional Coordinator, the Regional Planner, the Regional Trainer and the Regional Secretary. Additional DEMHS staff may also be approved by the DEMHS Commissioner or his designee. Non-DEMHS individuals (when approved by the DEMHS Commissioner or his designee) may be asked to serve as advisors and/or to support the coordinated regional response.



STATE OF CONNECTICUT
DEPARTMENT OF
EMERGENCY MANAGEMENT AND HOMELAND SECURITY



DEPARTMENT OF EMERGENCY MANAGEMENT AND
HOMELAND SECURITY
OFFICE OF THE COMMISSIONER

ADVISORY BULLETIN 2007-1
Amended March 13, 2007

- RE: 1. Use of Emergency Support Function (ESF) Structure and Terminology at the Regional and State Level.**
2. Use of Term "Region" and "Regional Coordinator."
3. Establishment, Purpose and Governance of DEMHS Regional Planning Teams.

1. The Department of Emergency Management and Homeland Security (DEMHS) is implementing an Emergency Support Function (ESF) planning structure at the regional and state level, including use of the ESF terminology. At this time, the definition of an ESF as used by DEMHS has been modified somewhat from the definition used in the National Response Plan, in order to coordinate with the current organizational composition, command structure and requirements of the Connecticut emergency management community. The rationale behind the use of the ESF structure and terminology is to encourage all levels of government in the State of Connecticut to work in a coordinated and standardized manner with each other and with our sister states, as well as with federal entities. The use of standardized functional categories will help to create a seamless transition from local to state to federal emergency management.

For the purposes of implementing this initiative at the regional level, the following definitions and assumptions will apply:

- An ESF is defined as a discipline-oriented working group. These ESFs are intended to foster collaborative planning within a particular discipline, and not to alter existing incident management coordination. The ESF structure is intended to provide a resource tool for the incident commander, not to replace or interfere with any established unity of command.
- The DEMHS regional emergency planning teams, including any ESF subcommittees, are intended to develop regional

25 SIGOURNEY STREET, 6TH FLOOR, HARTFORD, CT 06106-5042
AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

resource coordination. During an incident, these regional emergency planning teams are not intended to provide a command and control vehicle—they are strictly to provide resource information, through the DEMHS regional coordinator, both down to the appropriate local communities and up to the state Emergency Operations Center (EOC).

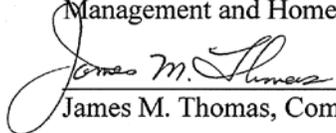
2. In order to foster regional collaboration, DEMHS has initiated the creation of regional emergency planning teams (REPT). In turn, the REPTs may establish regional ESF (RESF) groups as needed. Each team or group should adopt bylaws, or amend existing bylaws, to reflect a bylaws template issued by DEMHS. These bylaws address, among other things, the application of state Freedom of Information laws, membership and procedures. DEMHS employees will coordinate and staff the meetings. Their duties may include, but not be limited to the following: (1) providing notices, agendas and minutes; (2) arranging or assisting in arranging meeting locations; and, (3) research and writing. DEMHS may also assign staff from interested regional planning organizations (RPO) to assist in some or all of these duties. RPO staff assisting in this manner will report to DEMHS on a regular basis regarding their assigned activities.

3. DEMHS employees who are serving as coordinators for the five DEMHS regions will be identified by DEMHS as “regional coordinators.” The use of the word “regional” as opposed to “area” will help to support the concept of the five DEMHS regions and to eliminate any confusion. Every effort will be made to update the official job title to reflect the more accurate name. This adjustment does not in any way alter the substance of the Department of Administrative Services job description.

Related documents and statutory authority:

- State of Connecticut Department of Emergency Management and Homeland Security Regional Planning Model (approved by federal Department of Homeland Security, November 15, 2005.)
- Department of Emergency Management and Homeland Security Regional Emergency Support Implementation Plan (March, 2007)
- Connecticut General Statutes Title 28, §§28-1 to 28-22.

Issued by Order of the Commissioner of the Department of Emergency Management and Homeland Security:


James M. Thomas, Commissioner


Date

25 SIGOURNEY STREET, 6TH FLOOR, HARTFORD, CT 06106-5042
AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

IV. GOVERNOR'S BRIEFINGS

During the activation, there may be several meetings with the Governor / the DESPP Commissioner/DESPP Deputy Commissioner of DEMHS and/or the State Emergency Management Director. Not all agencies may be required to attend all the meetings. If there are specific agencies required to attend a meeting, those agencies will be announced, and notified. Because space is limited, **ONE** representative from each agency should attend the Governor's briefings. When an agency is asked about the status of a particular matter within the agency's expertise, answers should be kept brief and concise. Time is a factor in these meetings.

V. PRESS CONFERENCES

During SEOC activations the Joint Information Center (JIC) may be activated to provide emergency information, instructions and protective actions to the media and public. State Agencies may be required to support the Governor during press conferences and may be asked to provide one-on-one interviews with the media.

VI. STATE EMERGENCY OPERATIONS CENTER GENERAL INFORMATION

A. ARRIVAL AND PARKING

- The MAC Group Coordinator (Operations Chief) or Logistics Chief will notify the Capitol Police that there is an activation of the SEOC. Parking may be available in the Legislative Office Building (LOB) parking garage as directed.
- Do not park in assigned spots around the Armory or in the LOB Garage unless directed to do so. Cars will be ticketed or towed at the discretion of the Capitol Police.
- Inform Armory Security or Capitol Police that the SEOC is being staffed.

B. CHECKING IN & SECURITY

1. SEOC Representatives/Staff

- Upon entering the main door of the State Armory SEOC representatives **MUST** show identification.
- **No one shall enter the SEOC during activation without proper identification.** If any individual does not have DEMHS issued or approved I.D., that individual shall not be admitted unless approved by the DEMHS Commissioner or designee.
- All personnel will sign in at time of arrival, and sign out when leaving. SEOC Security staff maintains an accurate attendance list at all times.
- All SEOC representatives should report to the MAC Group Coordinator and sign in on the white board, as appropriate.

2. Media Center Security

- All media personnel will be directed to the Joint Media Center to sign in and receive Media Security Badges, as appropriate.

- A SEOC security officer will sign in all media at the Media Center entrance.
- **No media personnel are allowed into the SEOC without permission from the DESPP/DEMHS Public Information Officer (PIO).** All media must be escorted if given permission to enter the SEOC

C. MEALS

Meals at the SEOC cannot be guaranteed due to the nature of any activation. Any meals provided will be “en masse” or for the group. If you have any specific dietary requirements, we recommend you be prepared to provide your own food. A refrigerator is available for use. The Logistics Unit may designate meal times, etc. Depending on the severity of the emergency or disaster, the Officers Club may be available for meals. You may want to bring bottled water for your use. Please note that there is no food or drink permitted in the SEOC at any time. Please use the designated break area.

D. SLEEPING ACCOMMODATIONS

There are currently no permanent sleeping accommodations. You may wish to bring a sleeping bag and pillow if you anticipate that your shift will be extended.

E. FACILITIES

- Restrooms are available outside the main DEMHS/SEOC offices.
- There is a break room located within the DEMHS administrative offices.

F. 24-HOUR STAFFING

The State Emergency Operations Center may require 24-hour staffing. Any questions on the length of the activation may be addressed to the DEMHS MAC Coordinator. All shift requirements or scheduling for the SEOC is the responsibility of the responding agency. Each agency should plan to have a pre-established schedule for either two shifts of 12 hours or three shifts of 8 hours, as necessary. Shift changes should build in a transition period to allow for briefing of incoming staff.

G. SEOC PHONE AND E-MAIL ASSIGNMENTS

The Logistics/DEMHS IT Unit will publish a listing with the SEOC location and contact information for each agency staffing the SEOC. This list may be available in electronic or paper format. The list will be available as soon as all agencies are assigned locations and have checked in for duty.

H. SEOC FAX MACHINES

There are three FAX machines available for use during SEOC activation. Please locate and use the fax machine nearest your SEOC location unless otherwise directed.

The “Main Fax” is located inside the SEOC and to the left of the main entrance.

- This is for **RECEIVING ONLY**. To receive a FAX the number is 860-247-0664.

The “Ops Fax” is located inside the SEOC and across from the main entrance.

- To dial out you must **DIAL 9**, and to receive a FAX the number is 860-566-2928.

The “East Fax” is located on the far side of the SEOC near the white boards.

- To dial out you must **DIAL 9**, and to receive a FAX the number is 860-566-5177.

I. “BLAST” FAX & EMAIL CAPABILITY

The current blast distribution capability is through the web-based Odyssey system. The Odyssey system sends out information both by fax and email and provides detailed reports on the status of the faxes sent and whether or not an email was received and opened by the recipient. Distribution lists can be developed quickly for changing requirements and are maintained in MS Excel format. Responsibility for the Odyssey system belongs to the Operations Unit. DEMHS Regional Offices maintain and update their Odyssey distribution lists.

Standardized distribution lists include:

- Media Contacts
- CEOs
- EMDs
- Fire Chiefs
- Police Chiefs
- Contiguous States

J. COPY MACHINES

There are two copy machines that are available for use. One is located in the administrative area, the other is located in the front left of the SEOC. For assistance with the machine, see the Logistics Unit or any DEMHS Staff member.

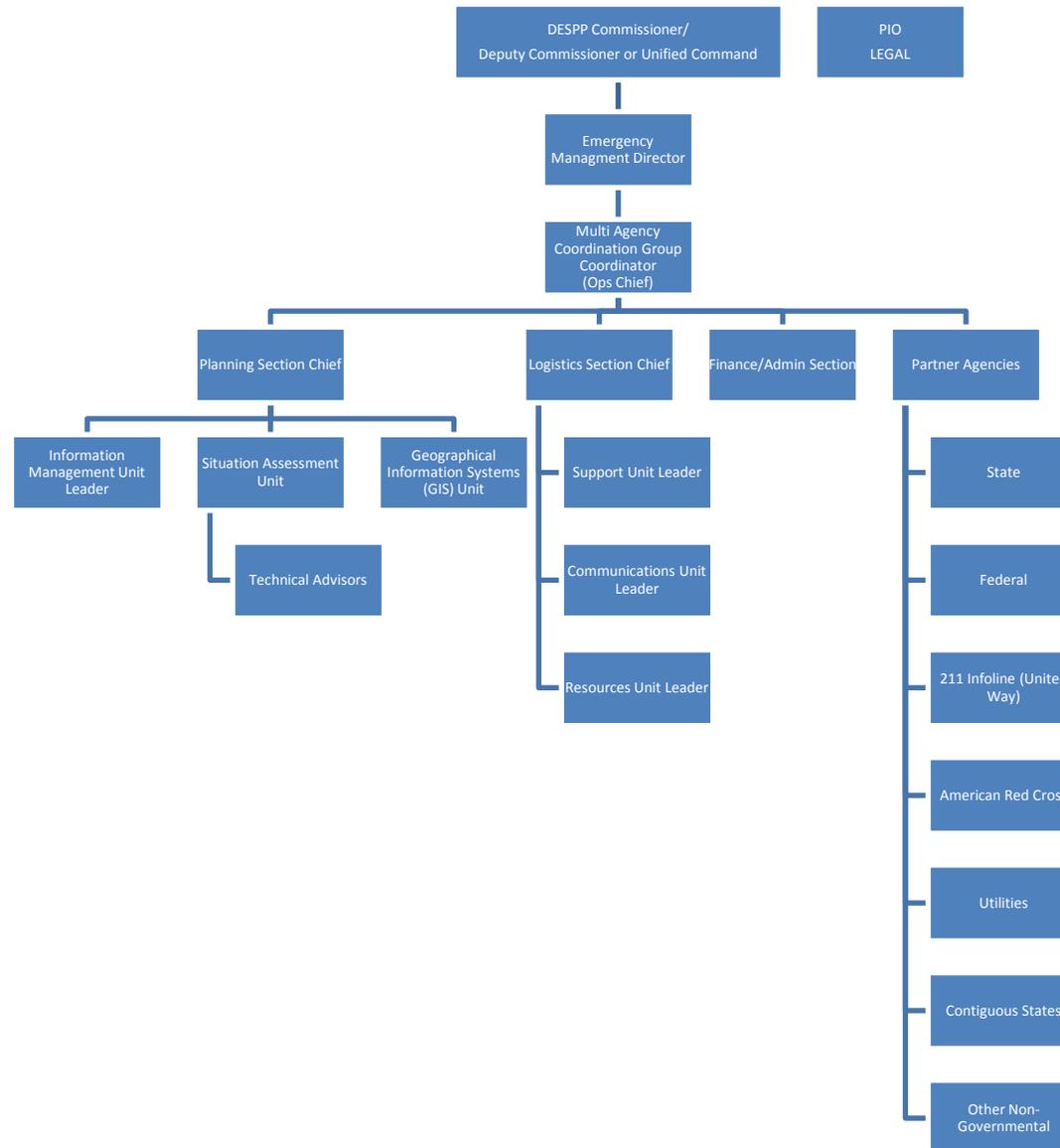
VII. IMPLEMENTATION OF SEOC STAFF ORGANIZATION

A. STAFFING TEMPLATE

A current roster of staff at the SEOC will be posted and updated every shift change. The planning section will attach it to the ICS Form #202 Incident Action Plan for each operational period

The SEOC may be organized in the following manner:

MAC SYSTEM in the STATE EMERGENCY OPERATIONS CENTER



C. SEOC RESPONSIBILITIES OF DEMHS STAFF

Who is responsible for...?	Person/Unit
Overall Emergency Operations Center	Commissioner Deputy Commissioner Emergency Management Director
Staffing questions	MAC Group Coordinator (Operations Chief)
Alternate SEOC	MAC Group Coordinator (Operations Chief)/ Logistics Section Chief
Information Flow	MAC Group Coordinator (Operations Chief) and Planning Chief
Large Screen Displays	Logistics Unit
Security	Logistics Unit
Phones	Logistics Unit
FAX Machines	Logistics Unit
Radios	Logistics Unit
Computers	Logistics Unit
SEOC Software	Logistics Unit
SEOC Logistics (supplies, etc.)	Logistics Section Chief
SEOC Readiness	Logistics Section Chief (Communications/ IT Unit, etc)
SEOC FAX list	Logistics Section Chief (Communications/ IT Unit, etc)
GIS updates/ Displays	Planning Chief/GIS Coordinator
Major Events Display	Planning Chief
Distribution of Information (i.e.: Press releases)	PIO, Planning Section Chief
Media Center	PIO
Fiscal Administration/Cost & Time Documentation	Financial Section Chief
All Others	MAC Group Coordinator (Operations Chief)

VIII. SEOC ORGANIZATION WITHIN THE NATIONAL INCIDENT MANAGEMENT SYSTEM

As described in more detail below, the overall coordination of the State's response to a situation for which the SEOC is fully activated resides with the Unified Command/ Policy-Level Group. These key individuals lead the effort which applies all necessary resources to the individual issues that arise as part of the response. The Policy-Level Group is part of a system known within NIMS as the Multi-Agency Coordination (MAC) System. The MAC System is comprised of the Policy – Level Group, Implementation Staff, and Coordination Center, which for Connecticut is the SEOC. The SEOC is the location from which the MAC System operates.

A. POLICY–LEVEL GROUP/UNIFIED COMMAND

Under NIMS, the policy-level group is populated by DEMHS, and may include various other state or federal agencies, non-governmental organizations, private sector and/or other entities' representatives with decision-making authority whose responsibility it is to provide policy direction and prioritize critical resource allocations. Within DEMHS, the Policy-Level group consists of the Commissioner, Deputy Commissioner, Emergency Management Director and/or management or senior staff members as needed and designated.

At the SEOC, under the MAC system, the following may comprise the organizational structure:

- Command/Unified Command
- Multi-Agency Coordination Group Coordinator (Operations Chief)
- Planning Section
- Joint Information System/Public Information Officer
- Logistics Section
- Financial Section

Units may be placed under the sections as each Section Chief or the MAC Group Coordinator (Operations Chief) determines. Newly designated units can find their niche within the structure of this organization. Some units that may be established are:

- Situation Assessment Unit
- Information Management Unit
- Resources Status Unit

The command function responsibilities are:

- Determine incident priorities
- Approve and authorize the implementation of an Incident Action Plan;
- Coordinate with key people and officials;
- Approve requests for additional resources or for the release of resources;
- Inform agencies/jurisdiction administrators/officials of incident status;

- Approve the use of volunteers and auxiliary personnel;
- Authorize release of information to the news media;
- Order the demobilization of the incident when appropriate.

When operating in a Unified Command mode, the State Incident Commander shall, if necessary, resolve differences among Agency Incident Commanders regarding incident priorities, objectives, strategies or other issues related to any incident command function.

The State Incident Commander (or an Agency Incident Commander if operating in a Unified Command mode) may designate a Deputy state or agency Incident Commander(s) to:

- Perform specific tasks as requested by the State Incident Commander or Agency Incident Commander;
- Perform the incident command or agency incident command function in a relief role, (i.e., to take over the next operational period in which case the Deputy will assume the primary role.)
- Represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

B. COMMAND STAFF/MAC SYSTEM IMPLEMENTATION STAFF

In addition to the incident command functions described above, the Incident Commander or Unified Command is also ultimately responsible for the Command Staff functions of Safety, Public Information, and Legal. The Incident Commander or Unified Command may delegate the authority for managing certain functions to the Officers described below.

1. COMMAND STAFF

a) Public Information Officer/State Joint Information System

The Governor's Emergency Communications Team consists of all state agency communications directors and public information officers (PIOs) as well as the Governor's Communications Office staff. The Governor's Director of Communications will serve as the head of the Communications Team and may designate operational coordination to a member of his/her staff. Additionally, the Public Information Officer (PIO) of the Department of Emergency Management and Homeland Security (DEMHS) serves as the administrative manager and coordinator of the Communications Team, maintaining all contact information, drafting schedules, coordinating team training and assisting the Governor's Office as required.

The Governor's Emergency Communications Team will develop and distribute comprehensive, centralized public information and precautionary instructions to the public on a 24 hour basis during times of crisis.

The DEMHS Public Information Officer may act as Liaison to other state agencies, or other entities as needed.

b) Safety Officer

The Safety Officer assesses hazardous and unsafe situations, and develops measures for assuring personnel safety. The Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life-threatening danger. The Safety Officer may have assistants as necessary, and the assistants may represent other agencies or jurisdictions.

c) Legal

The Legal Advisor provides legal counsel to the State Incident Commander, Unified Command, Director of Emergency Management or Policy-Level Group, and may be assigned other duties as necessary, including serving on the Policy-Level Group. Examples of support may include advice relative to statutory authorities, contractual or other obligations, review of any public statements that are to be issued by the PIO.

2. IMPLEMENTATION STAFF

Under the MAC system, the MAC Group is staffed by agency representatives with decision making authority, as well as DEMHS staff. The MAC Group supports the incident by implementing the decisions of command staff, coordinating the Joint Information System, producing situation reports.

Implementation staff members are responsible for:

- Acquire and Allocate Critical Resources
- Support Relevant Incident Management Policies and Interagency Activities
- Coordinate with other MAC systems (Other State EOCs, etc.)
- Coordinate with the Locals through the DEMHS Regional Offices (EMDs, Local Chief Executive Officers, etc.)
- Support and Maintain the Common Operating Picture (collecting and analyzing and reporting information (Situation Reports)
- Maintain the Joint Information System (JIS)

The following section provides a description of the Implementation Staff responsibilities, as well as Job Aids, if available, to assist in the understanding and performance of that staff member's duties.

a) MAC Group Coordinator (Operations Chief)

i. Summary of Duties:

The DEMHS MAC Group Coordinator (Operations Chief) supervises the activities of the MAC Group. The MAC Group is responsible for processing and documentation of all incoming information, resource tracking and documentation, and developing the Incident Action Plan. Staff members may

include not only DEMHS staff, but other MAC Group agency representatives as needed.

The MAC Group Coordinator (Operations Chief) directs and coordinates the five DEMHS Regions. The MAC Group Coordinator (Operations Chief) or his/her designee is the point of contact for personnel from assisting or cooperating agencies. **During small incidents, if no other sections are established, the MAC Group Coordinator (Operations Chief) performs all the functions of the MAC Group.**

ii. MAC Group Coordinator (Operations Chief) Job Aid:

- Manage the overall operation of the State EOC under direction of State Emergency Management Director/Command Staff
- Transmit requests for assistance received to the appropriate responding agency.
- Document fulfillment information/resolution of request. Inform requestor, through Regional Coordinator if appropriate of resolution of request.
- Receive and disseminate all incoming information to appropriate entities or individuals, and document all transmissions;
- Develop an Incident Action Plan (IAP)
- Develop a MAC Group Staffing Plan for the current operational period and add to the IAP. Prepare one for the next operational period as needed.
- Task State Agencies, as appropriate
- Maintain close contact with Command Staff
- Provide input to Command Staff on development of operational period objectives
- Participate in Command Staff briefings and provide input as required
- Provide regular briefings to the SEOC staff
- Supervise the implementation of the Incident Action Plan
- Ensure logistical needs of SEOC are identified and addressed

- If incident expands, assign and coordinate activities with the Planning Section Chief, Logistics Section Chief, Fiscal/Admin Section Chief, JIS/PIO, etc. Otherwise, the MAC Group Coordinator (Operations Chief) also performs all of the jobs to follow.

b) Planning Section Chief

i. Summary of Duties:

The Planning Section Chief's primary responsibility is to review and evaluate incident situation information and develop an Incident Action Plan, issue situation reports, and maintain a major events log. S/he may have unit leaders for Situation Assessment and Information Management units.

1) Incident Action Plan (IAP)

Every incident must have an oral or written Action Plan. The purpose of the plan is to provide all incident supervisory personnel with direction for future actions. Action Plans which include measurable goals to be achieved are prepared for each Operational Period.

The length of an Operational Period will be based on the needs of the incident, and can change over the course of the incident. Planning for an Operational Period must be done far enough in advance to ensure that requested resources are available.

Large incidents and incidents extending through an Operational Period should have a written Incident Action Plan to ensure continuity due to personnel changes. The decision to have a written IAP will be made by the Incident Commander or Unified Command. Use ICS form # 202 to complete the IAP. The 202 Form template is available on WEB EOC.

Essential elements in the Incident Action Plan are:

- Statement of Objectives – Appropriate to the overall incident.
- Organization – Describes what parts of the ICS organization will be in place for each Operational Period.
- Assignments to Accomplish the Objectives – These include the strategy, tactics, and resources to be used.
- Supporting Material – Examples can include a map of the incident, communications plan, medical plan, traffic plan, etc.

2) Situation Report (SitRep) Template

SitReps need to be regularly published (as required) and distributed within the SEOC and to all officials designated by the Policy-Level

Group or MAC Group Coordinator (Operations Chief). The report should be flexible and allow additions and deletions from the format as required by the emergency. This report is a snapshot of the current situation and the operations within the SEOC and elsewhere. See page 20 for SitRep format.

Sample SitRep Format

DEMHS Situation Report (SitRep) Format Section	Source
(Time), (Date) CT DEMHS SEOC Situation Report	Title
Critical Incident Summary:	Taken from Planning Section summary of the incident and actions taken within the current and previous Operational Period as required to provide a short summary of events. This should also be on the ICS Form 202.
State Emergency Operations Center Activation level: <ul style="list-style-type: none"> • Monitoring • Partial Activation/Limited Partners • Full Activation 	
Agencies present at SEOC	List all agencies present
DEMHS Briefing	Summarize current situation in the state. Include relevant weather conditions, power outages, SEOC status/shifts, DEMHS Regional Office issues, etc. except as noted below.
Power Outages <ul style="list-style-type: none"> • NU • UI 	If relevant to the activation, the information should come directly from the company representatives. If not available, the websites can be found at: NU: http://www.cl-p.com/outage/default.aspx UI: http://www.uinet.com/wps/portal/uinet/home Click "Outage Map".
National Weather Service (NWS) Summary	Warnings/Watches/Alerts word-for-word as published by National Weather Service. This is solely a "copy/paste" operation. Do Not embellish or change the NWS message.
CT Weather Summary	Short recap (if applicable to the activation)
DEMHS Regional Updates DEMHS Region # SITREP # – REGION #, (time) <ul style="list-style-type: none"> • Staff present at Region # Office • Deployment of Personnel • Situational Awareness Relevant regional items. Follow-up on items requested since previous report. • Summary of New Requests for Assistance / Resources* • Local Status (As reported by local EMD) SEOC activations, significant events, etc. Shelter Operations 	All Regions reporting (if applicable to the activation). Relevant Regional issues (within towns) in the indicated format. * Note – this is a summary. Request must be submitted separately.
State Agencies	Sit Rep should include overall agency operations summary, status of any ongoing missions, areas of concern for Agency, and any items which may impact the overall operation or the operation of other Agencies. (Urgent issues should be reported immediately to the MAC Coordinator and summarized in next report)
Federal Partners	See above
School Closings	If applicable to the activation.
Other Issues	If necessary (if applicable to the activation).

3) **Major Events Log**

During activation, the Governor, State agency representatives, utilities, private organizations working within the state SEOC, and news sources from outside, all generate significant information which drives the direction and pace of the response. This information must be collected and dispersed to all to assist in the decision-making process and recorded to preserve the historical facts of the incident. Currently, major events are recorded in the Significant Events Board on WebEOC. Reports can be generated which give the end user a major events log. If WebEOC is not functional, a “Major Events Log” should be maintained in a MS Excel spreadsheet in the format shown below. In the event computers are unavailable, written log sheets should be kept.

The Major Events Log will be filled out and displayed by the Planning Section.

Major Events Log Instructions:

1. **Title** – Date and description of the event
2. **Item #** - The numerical sequence of the item entered
3. **Date/Time** – Of event or report
4. **To/From** – To whom the message or event is addressed and who sent or reported it
5. **Description** – Full detail of the message or event
6. **Action Required** – Description of required response to situation or event
7. **Action Completed** – Date/Time of response and any further comment

See sample Major Events Log on page 22.

Sample Major Events Log

16 December 2005 MAJOR EVENTS LOG							
Item	Date	Time	TO	FROM	Description	Action Required	Action completed
1	12/16/05	4:00			SEOC Activated for winter storm		
2	12/16/05	5:00	OPS	DOT	Road conditions: Central and Northwest CT slush and ice on major and secondary highways. Southern and Eastern CT mostly bare and wet. Bradley International Airport closed. Will reopen at 0630		
3	12/16/05	5:30	OPS	State NG	Equipment list and available personnel list		
4	12/16/05	5:30	OPS	DOT	DOT recommends that all motor vehicle operators use extreme caution this morning. Slushy buildup remains on state highways in the central and northern areas of CT. DOT will continue to plow and apply chemicals and sand. Late or delayed openings are not advised.		
5	12/16/05	6:00	OPS	GOV	Governor recommend late opening for non-essential employees. One hour delay.	DEMHS Post to website	06:20
6	12/16/05	6:08	OPS	DPS	105 accidents, mostly minor since 2300 hrs last evening, all troops report minor accidents, secondary roads icy, primary roads/LAH ok		

ii. Planning Section Chief Job Aid:

- Coordinate and supervise development of IAP
- Coordinate and supervise development of Situation Reports
- Coordinate and supervise development of Major Event Log
- Serve as subject matter expert for Command Staff on State EOP and supporting plans and documents
- Provide input to and manage the development of the SEOC Staffing Plan
- Maintain close contact with Planning staff
- Conduct regular planning meetings and revise/update IAP as required
- Establish, as necessary, and coordinate with, an Information Management Unit, and/or a Situation Assessment Unit to compile, distribute and display incident status information
- Ensure that all transmissions of information within the Planning Section are documented and disseminated to the appropriate individuals.
- Provide input to Implementation Staff on development of operational period objectives
- Participate in Implementation Staff briefings and provide input as required
- Provide regular briefings to MAC Group Coordinator (Operations Chief) and other Implementation Staff
- Collect and report on specialized data required to support incident operations (weather, etc.)
- Research and report on alternative strategies
- Update/revise IAP as required (ICS Form 202)
- Develop, implement and manage demobilization plan
- Review and maintain Unit's Web EOC postings

c) Situation Assessment Unit and Information Management Units (within the Planning Section)

i. Summary of Duties:

Depending on the amount of staffing and the scope of the emergency, the Planning Section Chief may establish either or both a Situation Assessment Unit and an Information Management Unit. The Information Management Unit at the

State SEOC is responsible for all incoming information, tracking and documentation, and will coordinate information flow within the planning section to prepare the Incident Action Plan, Situation Reports, and Major Events Log.

1) Incoming Information Intake

Information and requests can come to the SEOC through different modalities: Radio, telephone, email, and fax. Information from municipalities must come through the DEMHS Regional Offices to the State SEOC.

REQUESTS FOR ASSISTANCE: Direct methods such as telephone and radio are the preferred methods for requests or other information that require immediate action from the State EOC. Email and Fax should be used as back-up communications channels during emergencies. Regional Coordinator's pager should be contacted when an immediate alert is necessary.

ROUTINE COMMUNICATIONS: Indirect methods such as email or Web EOC or Fax are acceptable for situation reports or other routine information.

See **Tables 1 and 2** for information flow.

2) Process

The Information Management and Resources Status Unit Leaders may be assigned staff members to monitor different channels of communication and perform related tasks. As the situation merits, different staff member(s) can be assigned to each position or job, or a single staff member can be assigned to perform more than one job. See **Table 3**.

3) Tracking of Information

Tracking refers to the tracking of tasks or requests that are being accomplished through the State EOC. See **Table 4** for information flow channels.

Table 1
Incoming Information flow from Local to Regional Offices

Type of Information	From	To	Order of Priority of Method
ROUTINE: Local Situation Reports or other routine information	Local Official	Regional Office	<ol style="list-style-type: none"> 1. Web EOC 2. E-mail (Reg Coord) 3. Fax 4. Telephone (RegCoor) 5. Radio
REQUESTS FOR ASSISTANCE: Local Requests for assistance	Local Official	Regional Office	<ol style="list-style-type: none"> 1. Telephone (RegCoor) 2. Radio (Reg Coord) <p align="center">-----</p> <p align="center">BACK UP METHODS</p> <ol style="list-style-type: none"> 3. Fax (Reg Coord) 4. Email (Reg Coord) 5. Web EOC

Table 2
Incoming Information flow from Regional Offices to State EOC

Type of Information	From	To	Order of Priority of Modality
Local Situation Reports	Regional Coordinators	MAC Group	<ol style="list-style-type: none"> 1. E-mail 2. Web EOC 3. Fax 4. Radio
Local Requests for Resources and assistance *	Regional Coordinators	MAC Group	<ol style="list-style-type: none"> 1. Telephone 2. E-mail 3. Radio 4. Fax

* DIRECT CONTACT WITH THE SEOC: In the event that a local official has an urgent request for assistance and is unable to contact the Regional Coordinator via these routes within 15 minutes, s/he can directly contact the SEOC by telephone, radio, email, etc.

Table 3
Positions & Responsibilities

Positions/Jobs within Planning Section (Information Management Unit, Situation Assessment Unit)	Responsibilities
Planning Section (Information Management Unit, Situation Assessment Unit)	To collect, track and document incoming information, and provide to Planning Section and elsewhere as necessary, including the MAC for requests for State assistance.
Planning Section (Information Management Unit, Situation Assessment Unit)	<ol style="list-style-type: none"> 1. To gather data from unit positions and assign tasks to SEOC liaisons, flag items for the MAC that are urgent and/or politically sensitive. 2. Create regular situation reports (usually at 2 hour intervals). 3. Transmit Situation Reports to the SEOC via the MAC, who should also verbally brief the SEOC and distribute the reports within the SEOC. 4. Ensure Sit Reps are transmitted to the Regional Offices via email or fax.
Radio operator/monitor(s)	Monitor high and low bands and NWS radios and weather fax machine. Communicate with Regions or others via radio.
E-mail monitor(s)	Several email addresses should be created for this unit titled stateecoperations@ct.gov or similar
Web EOC monitor(s)	Monitor information being posted to Web EOC, and communicate the information to the Information Management Unit Leader.
Telephone operator(s)	Receive phone calls to the SEOC on the main line 860-566-3180
Messenger(s)	Monitor Fax machines, deliver messages within the SEOC.
Planning Section (Information Management Unit, Situation Assessment Unit)	Maintain the SEOC log and request log. The SEOC log contains all messages in and out of SEOC, Sit Reps, etc. A separate log of requested items or services will be kept concurrent to the main log.

Table 4
Tracking Information

Type of Information	From	To	Mode of Transmission
Agency situation reports or other routine information	SEOC liaisons	Planning Section	Email Web EOC Paper
Requests for Resources	Local Officials	To MAC Group Coordinator (Operations Chief), then to SEOC liaisons	Email Web EOC Paper
Requests for Resources (Fulfillment)	SEOC liaisons	MAC Group Coordinator, then to Planning Section	Email Web EOC Paper
Statewide Situation Reports	Planning Section collects the information	Disseminates to the MAC Group and all others as directed	Email Web EOC Paper
Orders/questions from Command Staff	Command Staff	MAC Group Coordinator	Verbal discussion Email
Requests for Special Reports or additional Information	Anyone	MAC Group Coordinator	Verbal Email Telephone Paper

4) Documentation

All information that passes through the SEOC must be documented. Telephone conversations must be recorded manually. Email, Web EOC and Fax can all be used to document information. Email and Web EOC must be printed out and saved. **Paper must be used to document activity at all times. In an emergency situation, it is very likely that electronic forms of communication will be unavailable through loss of power or network.** All of the above must be included in the log. (See Table 3)

A) Written Message Form

See “Sample Written Message Form” and “SEOC Message Form Instructions”..

B) Logs of Agencies Present at the SEOC

During activations, state agency representatives, utilities, and private organizations working within the SEOC generate significant information and forward that information to other agencies for action or distribution. This information must be collected and documented by the agency to record all actions during activation and to keep this data as a permanent historical record. The current method to do this is the WebEOC Significant Events Log. Alternately, each agency can produce a spreadsheet called the “Agency Log” in MS Excel, see “Sample Agency Log.” This form is kept by the agency in the SEOC and stored on the SEOC server for reference and record. **Do not save any documents to the local computer (“C”) drive.** In the event the computers are not available, a hand written log should be kept by each agency.

C) Use of WebEOC within the SEOC:

WebEOC is currently used by emergency managers across the state, the State Agencies, FEMA Region 1, and many other agencies and organizations. Within the SEOC WebEOC is primarily used as a documentation tool. DEMHS serves as the “gatekeeper” for access to run Connecticut WebEOC and assigns user accounts.

See pages 31-32 for WebEOC instructions.

Sample Written Message Form

	State of Connecticut Department of Emergency Management & Homeland Security	Date/Time: _____ Message # _____ -- _____												
	<h3>Message Form</h3>	<i>For DEMHS/HQ Operations Use Only</i> Log Entry # _____												
<input type="checkbox"/> Internal <input type="checkbox"/> Incoming <input type="checkbox"/> Outgoing														
Precedence: <input type="checkbox"/> Urgent <input type="checkbox"/> Priority <input type="checkbox"/> Routine														
To: _____ From: _____														
<i>For DEMHS/HQ Operations Use Only</i> Subject: _____ <input type="checkbox"/> This is a Major Event														
Message: _____ _____ _____ _____ _____														
<input type="checkbox"/> Follow Up Required by (Agency): _____														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">IN / OUT</th> <th style="width: 15%;">TIME</th> <th style="width: 35%;">Operator</th> <th style="width: 35%;">Communications Method</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	IN / OUT	TIME	Operator	Communications Method	<input type="checkbox"/> <input type="checkbox"/>									
IN / OUT	TIME	Operator	Communications Method											
<input type="checkbox"/> <input type="checkbox"/>														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Task Assigned:</th> <th style="width: 20%;">Needed By</th> <th style="width: 30%;">Completed By</th> </tr> <tr> <td style="font-size: small;"> Agency: _____ <input type="checkbox"/> Urgent <input type="checkbox"/> Routine </td> <td style="font-size: small;"> Date: _____ Time: _____ </td> <td style="font-size: small;"> Date: _____ Time: _____ </td> </tr> </thead> <tbody> <tr> <td style="height: 100px; vertical-align: top; padding: 5px;"> Comments: _____ _____ _____ _____ _____ </td> <td colspan="2" style="height: 100px; vertical-align: top; padding: 5px;"> Agency Action: _____ _____ _____ _____ _____ </td> </tr> <tr> <td colspan="3" style="text-align: right; font-size: small;"> <input type="checkbox"/> CT DEMHS Area Coordinator Briefed <input type="checkbox"/> N/A </td> </tr> </tbody> </table>	Task Assigned:	Needed By	Completed By	Agency: _____ <input type="checkbox"/> Urgent <input type="checkbox"/> Routine	Date: _____ Time: _____	Date: _____ Time: _____	Comments: _____ _____ _____ _____ _____	Agency Action: _____ _____ _____ _____ _____		<input type="checkbox"/> CT DEMHS Area Coordinator Briefed <input type="checkbox"/> N/A				
Task Assigned:	Needed By	Completed By												
Agency: _____ <input type="checkbox"/> Urgent <input type="checkbox"/> Routine	Date: _____ Time: _____	Date: _____ Time: _____												
Comments: _____ _____ _____ _____ _____	Agency Action: _____ _____ _____ _____ _____													
<input type="checkbox"/> CT DEMHS Area Coordinator Briefed <input type="checkbox"/> N/A														
White - Operations Canary - Tasked Agency Pink - Return Copy Goldenrod - Tasking Agency Copy														
DEMHS Test Form 100 - Revised Jan 2006														

SEOC Message Form Instructions

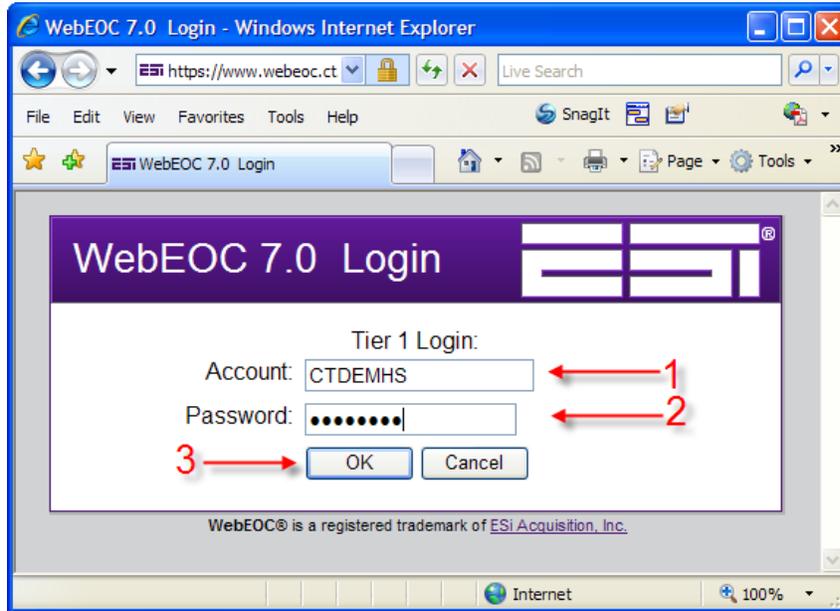
1. **Date/Time** – Of message generation
2. **Message #** - Assigned by SENDING Agency. (E.g. OPS-005, Region1-014, CSP-22, etc.)
3. **Log Entry #** - Assigned by Data Entry Technicians at time of Data Entry.
4. Check **Type of Message**.
5. Check **Precedence Type**. Assigned by SENDING Agency.
6. **To Agency** or person the message is sent. **From Agency** or person who wrote the message.
7. Assign appropriate **Subject** for message.
8. Check if entry to **Major Events Log**.
9. Main body of the **Message**.
10. Check if message requires action or **Follow-Up** to SENDING Agency.
11. **Time of Transmission** - To be filled out by person communicating message.
12. Follow up information. Fill out if #10 is checked. Left side is Assignment Information from SENDING Agency. Right Side is Follow up Information from Agency completing action.
13. **Regional Coordinator was briefed** of Follow up Action or is **Not Applicable**.

DISTRIBUTION

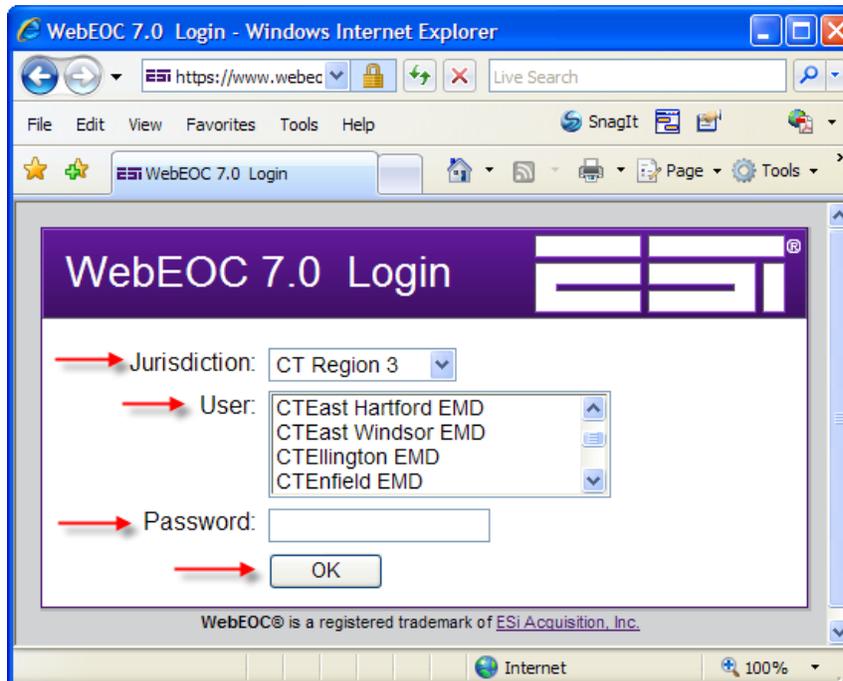
- **White** copy goes to the Operations Officer.
- **Canary** copy is sent to the TASKED Agency.
- **Pink** copy is sent back to SENDING or TASKING Agency.
- **Goldenrod** copy is kept by SENDING or TASKING Agency.

WebEOC Login Instructions

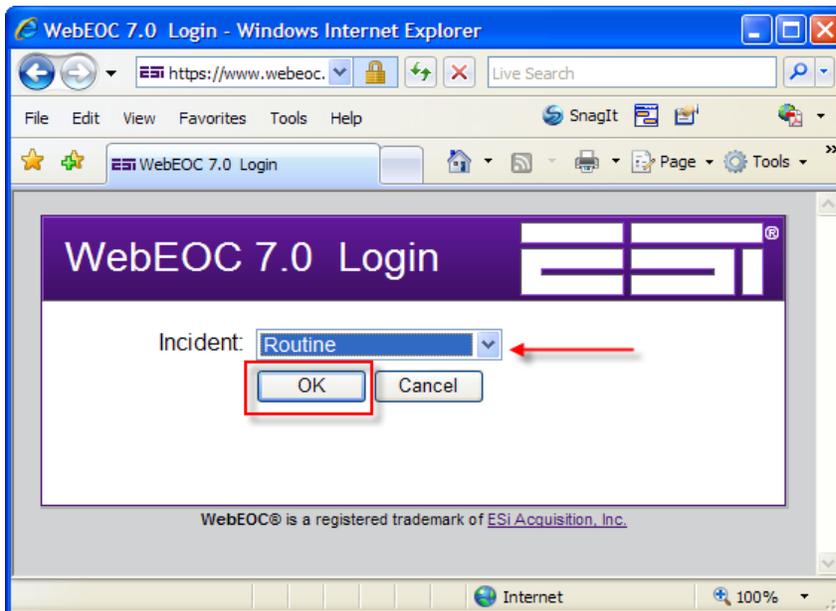
1. Type in your Tier 1 login information then click on OK



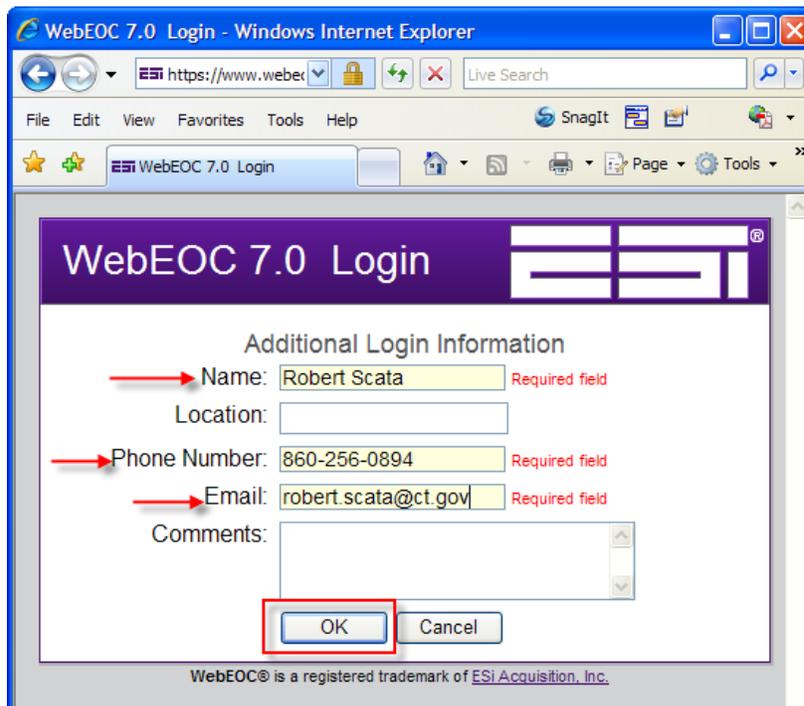
2. Find your assigned user account.



- Pick the Incident you wish to log into and click OK



- Type in your Name, Phone Number where you are located and Email address.
- Then click OK



- Any issues or problems should be addressed immediately by a representative of the CT DEMHS IT Unit or a WebEOC Administrator.

- ii. Planning Section (Information Management Unit, Situation Assessment Unit) Job Aid
 - Collect and manage all relevant operational data through all available communications means
 - Collect, track, and document all incoming information and disseminate as appropriate
 - Provide information to Planning Section Chief as needed
 - Transmit requests for assistance to MAC Group Coordinator (Operations Chief) who will transmit to appropriate responding agency
 - Acknowledge requests for assistance back to requestor, through Regional Coordinator if appropriate.
 - Inform requestor of fulfillment/resolution of request, through Regional Coordinator if appropriate.
 - Review and maintain Web EOC postings

d) **Logistics Section Chief**

i. **Summary of Duties:**

The Logistics Section Chief is responsible for providing services and support to meet the SEOC's operations needs. A Deputy Logistics Section Chief may be assigned, or other staff may be assigned subject to need and availability.

The Logistics Section is generally geared to supporting personnel and resources directly assigned to, and critical to the operation of, the SEOC. At the direction of the MAC Group Coordinator (Operations Chief), Logistics may also arrange for assets and resources to enhance emergency management/response operations outside of the SEOC. The Logistics Section responsibilities include:

1) **Service**

Communications

Develop the Communications Plan, distribute and maintain all communications equipment, and manage technical communications requirements of the SEOC.

When it is determined that there is a need to hold a conference call, the Logistics Section will set up the call, including notifying the expected participants of the call. The Logistics Section will also call the

conference call center to monitor participation and to provide a list of the participants to the DEMHS Commissioner or his designee who is running the call.

Medical

Generally, the State EOC does not have a medical unit. If available, Medical personnel develop the Medical Plan and provide first aid and light medical treatment for personnel assigned to the SEOC.

Food

Determining and supplying the feeding and potable water requirements at all EOC and DEMHS facilities.

2) Support

Supply

Order staff, equipment, and supplies needed to run the SEOC and DEMHS facilities. Responsibilities include storing and maintaining supplies, and may also include servicing non-expendable equipment.

Facilities

Set up and maintain facilities required in support of the State EOC and DEMHS facilities. Ensure security is provided for the facilities.

Ground Support

Provide transportation and maintain and fuel the vehicles assigned to DEMHS during activation.

ii. Logistics Section Chief Job Aid

- Manage all aspects of Logistical support to the SEOC and associated facilities, including security, communications and information technology.
- Provide input to and assist in the development of the Logistics Section of the Incident Action Plan
- Assist in the development of the SEOC Staffing Plan
- Coordinate procurement of emergency supplies, facilities and equipment with the Fiscal/Admin Section Chief
- Coordinate implementation of Emergency Contracts with Fiscal/ Admin Section and Command Staff
- Implement and manage any Transportation Staging Area as required
- Participate in Implementation Staff briefings and provide input as required
- Provide regular briefings to Logistical Staff
- Manage demobilization of Logistics Section and resources
- Collect and manage all relevant operational data
- Collect, track, and document all incoming information
- Provide information to Planning Section for preparation of reports
- Transmit requests for assistance to the MAC Group Coordinator (Operations Chief), who will transmit to appropriate responding agency, or perform this function as assigned by the MAC Group Coordinator (Operations Chief).
- Coordinate review and maintenance of Unit's Web EOC postings

e) **Finance/Administration Section Chief**

i. **Summary of Duties**

The Finance/Administration Section is responsible for monitoring incident-related costs and administering procurement contracts. This section may not be activated on all incidents. The Incident Commander retains responsibility for all finance-related activities until the Finance/Administration Section has been activated.

- **Time**
Ensures that all personnel time on an incident or event is recorded.
- **Procurement**
Processes administrative paperwork associated with equipment rental and supply contracts and is responsible for equipment time reporting.
- **Compensation/Claims**
Handles compensation (responsible for workers compensation documentation and maintains files of injuries and/or illnesses associated with the incident) and Claims (responsible for the investigation of all claims involving damaged property associated with the activation).
- **Cost**
Collecting cost information and for providing cost estimates and cost savings recommendations.

ii. **Finance/Administration Section Chief Job Aid**

- Review status of and initiate emergency contracts as required (Supplies, Debris, etc.)
- Prepare/Update contracts as required
- Procure EOC and Emergency supplies and EOC logistical support in collaboration with the Logistics Section Chief as required.
- Participate in Command Staff Briefings.
- Prepare new contracts for support services and supplies as required.
- Maintain Staffing and OT records.
- Coordinate review and maintenance of Unit's Web EOC postings

IX. SEOC ACTIVATION CHECKLISTS

The following checklists are provided to assist in the activation of the State EOC.

The first set of checklists are general lists of activities that must be performed by the MAC Group Coordinator (Operations Chief), Planning Section, Logistics (specifically, Communications and Security), and the Public Information Officer, when the SEOC is opened. These are the activation checklists.

The second set of checklists outline steps to be taken at the state SEOC, hour by hour, in preparation for a hurricane. These are the Hurricane Preparedness Checklists.

A. ACTIVATION: INITIAL ACTIVITIES

1. INITIAL ACTIVATION DUTIES OF MAC GROUP COORDINATOR (OPERATIONS CHIEF)

Opening and Operating the SEOC

- Communicate with Emergency Management Director or designee to determine type and level of activation. Review or coordinate with Planning Section Chief to review appropriate plan(s). Operate under these plans

Per Director of Emergency Management's instruction, establish Monitoring, Partial, Full or Highest activation. The following activities are all the responsibility of the MAC Group Coordinator (Operations Chief), unless Section Chiefs are available to be assigned to the various duties.

- Determine staff requirements. (DEMHS and liaisons).
- Assign staff members to call in the necessary SEOC liaisons. If necessary, ensure a Deaf & Hearing Impaired Interpreter is called.
- Staff positions as needed, at direction of the Director of Emergency Management.
- Ensure Logistics/Communications has the Communications Checklist. - **Attached.**
- Ensure Public Information Officer has been notified and has PIO Checklist. - **Attached.**
- Assign (or Logistics Chief assigns) staff to set up security at the front desk (main entrance), if needed.
- Ensure equipment such as copiers, FAX machines and printers have paper and are in working order. Assign Logistics/Communications if available to check FAX machines and related systems.
- Work with Planning Section Chief, if present, to start a log and have loggers stand-by for incoming messages
- Major events log. --Planning
- Take the black phones off night mode. – Logistics/Communications
- Have Logistics/Communications arrange a conference call with the Regions. This is for an initial briefing by the Director, MAC Group Coordinator (Operations Chief), or Commissioner (or designee).

- Ensure Logistics has an Information Technologies representative called to staff the SEOC.
- Stand-by to activate rumor control.
- Ensure the Governor's Office and Governor's Communications staff has been notified of the SEOC activation.
- If required, depending on the event, notify contiguous states.
- Notify Regions to use the SEOC FAX machine, FAX out the SEOC FAX number. Include FAX numbers and Phone numbers to use.

Ongoing MAC Group Coordinator (Operations Chief) Duties

- Brief SEOC staff periodically.
- Work with Planning Section to ensure that all information is distributed to the SEOC staff - including the Governor's Emergency Communications Team.
- Remind SEOC staff about the books in the folder holder next to their workstation.
- Remind SEOC staff to transmit major events information to the Planning Section to be displayed on the major events log.
- Check with the PIO/ Joint Media Center Supervisor periodically for any problems.
- Work with Logistics to ensure equipment such as copiers, FAX machines and printers have paper and are in working order
- Work with Planning Section to have loggers stand-by for incoming messages.
- FAX/Email copies of all NWS weather to the Regions.
- FAX/Email copies of any distributed material to the Regions
- Discuss potential need for second shift with Command Staff, other Section Chiefs, and other agencies as appropriate.

2. INITIAL ACTIVATION DUTIES OF LOGISTICS

Communications - Opening and Operating SEOC

- Take phones off Answering Service.
- Test communications, including:
 - Hi-Band
 - FAX machines
 - Odyssey broadcast list
 - AT&T
 - Microwave phone
 - PACKET Radio
 - Low-Band
 - Telephones (POTS)
 - Ham radios
- After discussion with Director/MAC Group Coordinator (Operations Chief), set-up a conference call with all the Regions and the Director/Commissioner/DC for an initial briefing.
- Determine communications staffing needs.
- Report communication status to the MAC Group Coordinator (Operations Chief).
- Work with Planning Section to stand-by for messages
- Work with Fiscal Unit, to arrange for food for staff in the SEOC.
 -

Security - Opening and Operating EOC

- If possible, assign two security staff to set up tables outside main door and media entrance.
- (2) Two tables at the main entrance and (1) one table at the Media entrance.
- Prepare identification board from the garage and place it behind the main entrance tables.
- Get security materials box from garage and set up according to diagram.

<p style="text-align: center;"><u>Contents of Security materials box</u> Checklist Sign in sheets Pens Tape Wire to hang signs Overhead signs SEOC visitor badges SEOC VIP badges</p>

- Hang overhead signs from exposed conduits. Ensure that they are in the order shown on the diagram. They must correspond with sign-in sheets taped to the table.
- Tape sign in sheets to tables, corresponding to overhead signs. Two sheets per table.
- Put pens on the tables.

3. INITIAL ACTIVATION DUTIES OF PUBLIC INFORMATION OFFICER

Opening and During Operation of SEOC

- Contacts the Governor's Communications Director and recommends activation of the Governor's Emergency Communications Team, as appropriate.
- Arrange tables for press conference/ Media Brief.
- Unlock the doors to the outside hall.
- Set-up a table in the hall for the media to sign-in. Ensure there is a sign-in sheet.
- Have a staff member sitting at that table at all times.
- Ensure a Deaf & Hearing Impaired Interpreter is in all television frames with the speaker. Remind all media as they set up for broadcast.
- Media is not allowed in the SEOC, unless Command Staff has approved.
- Report Joint Media Center status to the MAC Group Coordinator (Operations Chief).

- Ensure Section Chiefs, MAC Group Coordinator (Operations Chief), Command Staff and other state liaisons get a copy of all press releases, including those issued by Governor's staff.
- Notify MAC Group Coordinator (Operations Chief) whenever a press conference/media briefing is going to be held.

ATTACHMENTS

Attachment 1 – Hurricane Preparedness Checklist (72-48 Hours)

Attachment 2 – Hurricane Preparedness Checklist (48-36 Hours)

Attachment 3 – Hurricane Preparedness Checklist (36-24 Hours)

Attachment 4 – Hurricane Preparedness Checklist (24-impact)

Intentionally Blank

HURRICANE PREPAREDNESS CHECKLIST

72-48 HOURS

MAC GROUP COORDINATOR (OPERATIONS CHIEF) OR DESIGNATED SECTION CHIEFS

- Open WebEOC incident and advise locals and agencies
- Track Storm using Hurrevac
- Participate in NWS and FEMA Conference Calls
- Prepare and distribute Daily Storm Updates (external)
- Establish initial contact with State Agency Liaison Officers
- Coordinate State Agencies review of preparedness status and submit report to SEOC, including review of Agency Continuity of Operations Plan (COOP).
- Coordinate, as directed by Command Staff, State Agencies to review Vulnerable Facilities and initiate preparedness activities as required
- Participate in Daily Staff briefings (DEMHS internal)

PLANNING SECTION

- Assign staff members to monitor various channels of communication and perform related tasks. As the situation merits, different staff member(s) can be assigned to each position or job, or a single staff member can be assigned to perform more than one job.
- Develop and distribute Incident Action Plan (ICS Form 202)
- Develop DEMHS SEOC Staffing Plan (2 13 hour shifts)
- Review State Natural Disaster Plan
- Participate in Daily Staff briefings (DEMHS internal)
- Conduct, as directed by Command Staff, conference calls between DAS, DEMHS, DEP, DOT, and debris management contractors to discuss debris management planning.

- **PLANNING SECTION/INFORMATION MANAGEMENT UNIT**

- Receive and review State Agency Sit Reports to forward to MAC and add to development of State of Connecticut Situation Reports.
- Collect, track and document incoming information, and provide to Planning/Situation Assessment Unit Leader and Operations as necessary.

- Monitor all incoming information, tracking and documentation.
- Provide information to the Planning Section Chief or Situation Assessment Unit Leader to prepare the Incident Action Plan, Situation Reports, and Major Events Log.

LOGISTICS SECTION

- Resupply SEOC
- Prepare for SEOC logistical support (Staff feeding, parking, etc.)
- Contact Transportation Resource providers for status and availability
- Coordinate with Veterans Hosp. for possible activation of TSA
- Coordinate with USAR for possible Response operations
- Review Status of State/Regional assets (Sandbags, Cots, Field Commo, Decon)
- Arrange for SEOC Security
- Participate in Daily Staff Briefings
- Input all actions into WebEOC Log
- **LOGISTICS/COMMUNICATIONS UNIT**
 - Prepare and promulgate Incident Communications Plan (ICS Form 205)
 - Test all Communications systems and equipment and report status
- **LOGISTICS/INFORMATIONAL TECHNOLOGY UNIT**
 - Test and update all SEOC IT equipment
 - Participate in Daily Staff briefings (DEMHS internal)
 - Input all actions into WebEOC Log
- **LOGISTICS/RESOURCES UNIT**
 - Fulfill Resource requests in coordination with MAC Group Coordinator (Operations Chief) and Finance/Admin Section Chief.

FINANCE/ADMIN SECTION

- Review status of emergency contracts (Supplies, Debris, etc.)
- Prepare/Update contracts as required

- In Coordination with MAC Group Coordinator (Operations Chief) and or Logistics Section Chief, procure SEOC and emergency supplies, and SEOC logistical support as required
- Participate in Daily Staff Briefings
- Input all actions into WebEOC Log

COMMAND STAFF

- Direct and oversee all aspects of preparedness activities
- Consider extending DEMHS hours of operation
- Consider activation of SEOC
- Consider activation of JIS/JIC
- Schedule and conduct regular briefings for Governor and Staff
- Make recommendations to Governor on protective actions as required, including potential evacuation timeline and decision point
- Consider recommending to Governor to request a Pre-landfall Presidential Declaration
- Consider recommending activation of debris management plan and debris removal and monitoring contracts.
- Consider directing State Agencies to review preparedness status and submit report to SEOC, including review of agency Continuity of Operations Plan (COOP)
- Consider directing State Agencies to review Vulnerable Facilities and initiate preparedness activities as required
- Coordinate preparedness activities with adjacent States
- Coordinate preparedness activities with FEMA Region 1 and HQ
- Review, approve, and participate in all media briefings and press releases
- Schedule and participate in Conference calls with Coastal Communities
- Consider conducting Conference call with all Jurisdictions
- Direct changes to SEOC staffing and status as required

PUBLIC INFORMATION OFFICER (PIO)

- Plan for activation of Governor's Emergency Communications Team
- Prepare Joint Media Center for Activation

- Prepare media briefing schedule
- Prepare and distribute initial media briefing/press release
- Participate in Daily Staff briefings (DEMHS internal)

LEGAL

- Review Governor's Powers under Title 28
- Prepare Draft documents, including Governor's Emergency Declaration and possible pre-landfall declaration request.
- Participate in Daily Briefings
- Other duties as required

HURRICANE PREPAREDNESS CHECKLIST

48-36 HOURS

MAC GROUP COORDINATOR (OPERATIONS CHIEF)

- Monitor WebEOC incident
- Track storm using Hurrevac
- Monitor timing of storm and develop evacuation timeline
- Participate in NWS and FEMA Conference Calls
- Prepare and distribute Storm Updates (external)
- Maintain contact with State Agency Liaison Officers, advise of SEOC status
- Prepare staffing plan for Regional Offices
- Activate DEMHS SEOC Staffing Plan as directed
- Establish and maintain SEOC Situation Report Schedule
- Receive and respond to local requests for assistance as required
- Coordinate with DPS and DOT to prepare to support local evacuation and routing as required
- Coordinate with State Agencies to provide staffing to SEOC as required
- Coordinate with State Agencies to provide regular status reports to SEOC if activated
- Make recommendations on Public Protective Actions implementation
- Participate in staff briefings as required (DEMHS internal)
- Participate in conference calls with Local jurisdictions as required
- Provide SEOC Briefings as required

PLANNING

- Maintain and distribute Incident Action Plan
- Activate DEMHS SEOC Staffing Plan as directed
- Provide advice on State Natural Disaster Plan as required
- Monitor WebEOC
- Prepare and maintain Situation Reports as required

- Maintain record of SEOC Staffing and forward to Command and Implementation Staff
- Plan for evacuation support to local jurisdictions as required
- Make recommendations on Protective Action Measures
- Participate in Staff briefings as required (DEMHS internal)
- Assign staff members to monitor various channels of communication and perform related tasks. As the situation merits, different staff member(s) can be assigned to each position or job, or a single staff member can be assigned to perform more than one job.

- **INFORMATION MANAGEMENT/SITUATION ASSESMENT UNITS**

- Receive and review State Agency Sit Reports to forward to MAC and as required.
- Collect, track and document incoming information, and provide to Planning Section Chief and MAC Group Coordinator as necessary.
- Monitor all incoming information, tracking and documentation.
- Provide information to the Planning Section Chief to prepare the Incident Action Plan, Situation Reports, and Major Events Log.

LOGISTICS SECTION

- Maintain SEOC logistical support (Staff Feeding, Parking, Security, Supply)
- Activate and Operate Veterans Home and Hospital TSA in Rocky Hill as directed
- Coordinate with and activate shelters as required
- Call in and deploy Transportation assets to support local evacuations
- Activate USAR as required
- Receive and review State Agency Resource Status Reports
- Activate and deploy State assets as directed
- Define need to procure additional emergency supplies and services for Finance Section to act upon
- Participate in Staff Briefings as required

- **LOGISTICS/COMMUNICATIONS/IT SECTION**

- Maintain and update Incident Communications Plan as required
- Monitor, staff and operate communications systems as appropriate
- Provide IT support to SEOC as required
- Verify/update SEOC FAX lists as required
- Deploy field communications equipment as required
- Participate in Staff briefings as required (DEMHS internal)
- Maintain and update DEMHS Website with current preparedness information

FINANCE/ADMIN SECTION

- Initiate emergency contracts as required (Supplies, Debris, etc.)
- Prepare new contracts for support services and supplies as required
- Procure SEOC and Emergency supplies as required
- Procure SEOC logistical support as required
- Maintain Staffing and OT record
- Participate in Staff Briefings as required
- Input all actions into WebEOC Log

COMMAND STAFF

- Direct and oversee all aspects of preparedness activities
- Consider extending DEMHS hours of operation
- Consider activation of SEOC and Regional Offices
- Consider activation of JIC
- Consider recommending to Governor activation of Interagency Debris Management Task Force, Disaster Debris Management Plan, and Debris Removal Contracts
- Schedule and conduct regular briefings for Governor and Staff
- Make recommendations to Governor on protective actions as required, including potential evacuation timeline and decision point

**Attachment 2
(48-36 hrs)**

- Consider recommending to Governor to request a Pre-landfall Presidential Declaration, if not yet requested
- Coordinate preparedness activities with adjacent States
- Coordinate preparedness activities with FEMA Region 1 and HQ
- Review, approve, and participate in all Media briefings and Press releases
- Schedule and participate in Conference calls with Coastal Communities
- Consider conducting Conference call with all Jurisdictions
- Direct changes to SEOC staffing and status as required

PIO

- Activate Governor's Emergency Communications Team as directed
- Activate and staff Joint Media Center as directed
- Prepare media briefing schedule
- Prepare and distribute regular media briefing/press release as directed
- Prepare public announcements, press releases and Press Briefings on Protective Actions as required
- Respond to all Press inquiries
- Participate in Staff briefings as required (DEMHS internal)
- Input all actions into WebEOC Log

LEGAL

- Review Governor's Powers under Title 28
- Prepare Draft documents, including Governor's Emergency Declaration and possible pre-landfall declaration
- Participate in Daily Briefings
- Other duties as required

HURRICANE PREPAREDNESS CHECKLIST

36-24 HOURS

MAC GROUP COORDINATOR

- Staff Regional Offices as required
- Monitor WebEOC incident
- Track storm using Hurrevac
- Monitor timing of storm
- Develop evacuation timeline (9 daylight hrs clearance time) and make recommendation to Emergency Management Director.
- Participate in NWS and FEMA Conference Calls
- Prepare and distribute Storm Updates (external)
- Direct State Agency Liaison Officers to prepare to support local evacuation
- Establish and maintain EOC Situation Report Schedule
- Receive and respond to local requests for assistance as required
- Ensure DPS and DOT are prepared to support local evacuation and routing as required
- Make recommendations on Public Protective Actions implementation
- Prepare and Process requests for Federal assistance as directed
- Prepare and process EMAC requests as directed
- Participate in staff briefings as required (DEMHS internal)
- Participate in conference calls with Local jurisdictions as required
- Provide SEOC Briefings as required
- Input all actions into WebEOC Log

PLANNING SECTION

- Maintain and distribute Incident Action Plan
- Activate DEMHS SEOC Staffing Plan as directed
- Provide advice on State Natural Disaster Plan as required

- Monitor WebEOC
- Prepare and maintain Situation Reports as required
- Maintain record of SEOC Staffing and forward to Command Staff and Implementation Staff
- Plan for evacuation support to local jurisdictions as required
- Make recommendations on Protective Action Measures
- Participate in Staff briefings as required (DEMHS internal)
- Input all actions into WebEOC Log

LOGISTICS SECTION

- Maintain SEOC logistical support (Staff Feeding, Parking, Security, Supply)
- Activate and Operate Veterans Home and Hospital TSA in Rocky Hill, as directed
- Coordinate with and activate shelters as required
- Call in and deploy Transportation assets to support local evacuations
- Activate USAR as required
- Receive and review State Agency Resource Status Reports
- Activate and deploy State assets as directed
- Define need to procure additional emergency supplies and services for Finance Section to act upon
- Monitor WebEOC
- Participate in Staff Briefings as required

- **COMMUNICATIONS/IT UNITS**

- Maintain and update Incident Communications Plan as required
- Monitor, staff and operate communications systems as appropriate
- Prepare to activate EAS as required
- Provide IT support to SEOC as required
- Verify/update SEOC FAX lists as required
- Deploy field communications equipment as required
- Participate in Staff briefings as required (DEMHS internal)

- Maintain and update DEMHS Website with current preparedness information
- Input all actions into WebEOC Log

FINANCE/ADMIN SECTION

- Initiate emergency contracts as required (Supplies, Debris, etc.)
- Prepare new contracts for support services and supplies as required
- Procure SEOC and Emergency supplies as required
- Procure SEOC logistical support as required
- Maintain Staffing and OT record
- Participate in Staff Briefings as required
- Input all actions into WebEOC Log

COMMAND STAFF

- Direct and oversee all aspects of preparedness activities
- Set Objectives for Operational Period
- Consider activation of SEOC and Regional Offices if not already accomplished
- Consider activation of JIC if not already accomplished
- Schedule and conduct regular briefings for Governor and Staff to include recommended Protective Actions
- Consider recommending to Governor activation of debris management contracts
- Consider Evacuation timeline considering time of day, 9 Hr clearance in daylight, and forecast arrival of gale-force winds
- Coordinate preparedness activities with adjacent States
- Coordinate preparedness activities with FEMA Region 1 and HQ
- Review, approve, and participate in all Media briefings and Press releases
- Schedule and participate in Conference calls with Coastal Communities
- Consider conducting Conference call with all Jurisdictions
- Direct changes to SEOC staffing and status as required
- Direct Legal Officer to review Governor's powers under Title 28 CGS

**Attachment 3
(36-24 hrs)**

- Direct Legal Officer to prepare Draft Governor's Emergency Declaration
- Prepare request for Preliminary Damage Request. (NOTE: State will have to do its own Preliminary Damage Assessment with municipalities and state agencies first.)

PIO

- Activate Governor's PIO Team as directed
- Activate and staff Joint Media Center as directed
- Prepare media briefing schedule
- Prepare and distribute regular Media briefings/press releases as directed
- Prepare EAS announcements, Press releases and Press Briefings on Protective Actions as required
- Respond to all Press inquiries
- Participate in Staff briefings as required (DEMHS internal)
- Input all actions into WebEOC Log

LEGAL

- Review Governor's Powers under Title 28
- Prepare Draft documents, including Governor's Emergency Declaration
- Participate in Daily Briefings
- Other duties as required

HURRICANE PREPAREDNESS CHECKLIST 24 HOURS - Impact

MAC GROUP COORDINATOR

- Develop evacuation timeline (9 daylight hrs clearance time) and make recommendations to IC/UC as required
- Track Storm using Hurrevac
- Monitor Hurricane Center forecast prediction for timing of wind/surge impact
- Monitor implementation of Governor's protective action orders
- Direct State Agency Liaison Officers to prepare to support local evacuation
- Verify state agencies have secured Vulnerable Facilities
- Participate in NWS and FEMA Conference Calls
- Initiate conference calls with local government officials as directed
- Receive and respond to local requests for assistance as required
- Prepare and process EMAC requests as directed
- Prepare and Process requests for Federal assistance as directed
- Review staffing at Regional Offices as required
- Review staffing at EOC as required
- Establish and maintain EOC Situation Report Schedule
- Prepare and distribute Storm Updates
- Participate in staff briefings as required (DEMHS internal)
- Provide SEOC Briefings as required
- Input all actions into WebEOC Log

PLANNING SECTION

- Maintain and distribute Incident Action Plan
- Prepare and maintain Situation Reports as required
- Plan for evacuation support to local jurisdictions as required
- Make recommendations on Protective Action Measures

- Advise on State Natural Disaster Plan as required
- Maintain record of SEOC Staffing and forward to Command Staff and Implementation Staff
- Update DEMHS SEOC Staffing Plan as directed
- Participate in Staff briefings as required (DEMHS internal)
- Input all actions into WebEOC Log

- **INFORMATION MANAGEMENT UNIT/SITUATION ASSESSMENT UNIT**

- Continue to receive and review State Agency Sit Reports, requests for assistance, logistics requests, and communications traffic. Forward to MAC Group Coordinator (Operations Chief) as required.
- Provide information to the Planning Section to prepare the Incident Action Plan, Situation Reports, and Major Events Log.
- Collect, track and document incoming information, and provide to Planning Section Chief and MAC Group Coordinator (Operations Chief) as necessary.
- Adjust staffing in various channels of communication as required.
- Monitor all request documentation and tracking.
- Input all actions into WebEOC Log

LOGISTICS SECTION

- Maintain SEOC logistic support (Staff Feeding, Parking, Security, Supply)
- Manage operations of TSA and deploy assets as directed
- Monitor and deploy Transportation assets to support local evacuations
- Coordinate with and monitor shelters as required
- Activate USAR as directed
- Receive and review State Agency Resource Status Reports
- Monitor and deploy State assets as directed
- Define need to procure additional emergency supplies and services to Finance Section.
- Participate in Staff Briefings as required
- Input all actions into WebEOC Log

COMMUNICATIONS/IT UNIT

- Maintain and update Incident Communications Plan as required
- Monitor, staff and operate communications systems as appropriate
- Activate EAS as directed
- Provide IT support to SEOC as required
- Update SEOC FAX lists as required
- Monitor field communications equipment as required
- Participate in Staff briefings as required (DEMHS internal)
- Maintain and update DEMHS Website with current preparedness information
- Input all actions into WebEOC Log

FINANCE/ADMIN SECTION

- Initiate and monitor emergency contracts as required (Supplies, Debris, etc.)
- Prepare new contracts for support services and supplies as required
- Procure SEOC and Emergency supplies as required
- Procure SEOC logistical support as required
- Maintain Staffing and OT record
- Participate in Staff Briefings as required

COMMAND STAFF

- Direct and oversee all aspects of preparedness activities
- Set Objectives for Operational Period
- Schedule and conduct regular briefings for Governor and Staff to include recommended Protective Actions
- Consider recommending to Governor activation of debris management contracts
- Consider Evacuation timeline considering time of day, 9 Hr daylight clearance, and forecast arrival of Gale force winds
- Continue to coordinate preparedness activities with adjacent States
- Continue to coordinate preparedness activities with FEMA Region 1 and HQ

**Attachment 4
(24-Impact)**

- Review, approve, and participate in all Media briefings and Press releases
- Schedule and participate in Conference calls with Coastal Communities
- Consider conducting Conference call with all Jurisdictions
- Direct changes to SEOC staffing and status as required
- Direct Legal Officer to prepare Draft Governor’s Emergency Declaration if not accomplished
- Review request for PDA

PIO

- Coordinate with Governor’s Emergency Communications Team as directed
- Coordinate with Joint Media Center as directed
- Prepare media briefing schedule
- Prepare and distribute regular Media briefings/press releases as directed
- Prepare EAS announcements, Press Releases and Press Briefings on Protective Actions as required
- Respond to all Press inquiries
- Participate in Staff briefings as required (DEMHS internal)
- Input all actions into WebEOC Log

LEGAL

- Prepare Draft documents, including Governor’s Emergency Declaration
- Prepare Governor’s “Hunker Down” statement
 - consider statement reinforcing need for personal preparedness and responsibility particularly during the next 48-72 hours
 - consider statement regarding limitation on response activity during storm impact
- Participate in Daily Briefings
- Input all actions into WebEOC Log

APPENDIX V

**DIVISION OF EMERGENCY MANAGEMENT & HOMELAND SECURITY,
*CONNECTICUT EMERGENCY SUPPORT FUNCTION #12DRAFT***

Connecticut Emergency Support Function 12

All Hazards Energy and Utilities Annex

TABLE OF CONTENTS

<u>CONTENTS</u>	<u>PAGE</u>
CT ESF 12 Members	2
Background	4
Purpose	4
Principles and Assumptions	4
Scope	5
CT-ESF 12 Roles and Responsibilities	9
Member Agencies' Roles and Responsibilities	11
Response and Restoration Communications Flow Chart	29
Discussion of Common Terms:	
Understanding “Make Safe Crew”, “Line Crew”, and “Cut and Clear” Operations:	30
Defining the Many Types of Companies That Provide Public Services Related to Energy	30
Common National Incident Management System (NIMS) Terms	31
Make Safe/ Protocol for Clearing Blocked Roads	33
1.1 Objective	
1.2 Applicability	
1.3 Discussion	
2.1 Identify, Record, Prioritize, and Track Blocked Road Locations	
2.2 Mitigate Electrical Hazards from Blocked Road Locations	
2.3 Communicate Electrical Hazard Mitigated	
2.4 Clear Blocked Roads	
Attachment 1: Definitions	
Attachment 2: Blocked Road Priority Criteria	
Attachment 3: Town Liaison Municipal Utility Damage Assessment Form	

CT ESF 12 Members

CT ESF #12 Coordinator/Primary Agencies:

- Department of Energy and Environmental Protection (DEEP)/ Public Utility Regulatory Authority (PURA)
- Department of Public Health (DPH)/Drinking Water Section (DWS)
- Office of Consumer Counsel (OCC)
- Department of Emergency Services and Public Protection (DESPP)/Division of Emergency Management and Homeland Security (DEMHS)

CT Support Agencies:

- Connecticut Military Department/National Guard (CTNG)
- Department of Administrative Services (DAS)/Bureau of Enterprise Systems and Technology (BEST) (Included exclusively for communications issues related to ESF #12)
- Department of Motor Vehicles (DMV)
- Department of Transportation (DOT)
- Department of Consumer Protection (DCP)
- Connecticut Siting Council (CSC)

Federal ESF Coordinator/Primary Agency:

- Department of Energy (DOE)

Federal ESF Support Agencies:

- Department of Homeland Security, including Federal Emergency Management Agency (FEMA)
- United States Army Corps of Engineers (ACEO)

Local Partners/Municipalities:

- Lead: Municipal and Regional ESF #12
- Support: Municipal and Regional ESF #2, 3, 5, 13
- Connecticut Conference of Municipalities
- Connecticut Council of Small Towns

Private and Public Sector Energy Partners:

Electric Distribution Company

- The Connecticut Light and Power Company
- The United Illuminating Company

Gas Company

- Connecticut Natural Gas Corporation
- Southern Connecticut Gas Company
- Yankee Gas Services Company

Interstate Gas Company

- Algonquin Gas Transmission Company
- Iroquois Pipeline Operating Company
- Tennessee Gas Pipeline Company

Municipal

- Bozrah Light & Power (Groton)
- East Norwalk
- Jewett City
- Norwich
- South Norwalk
- Wallingford

Generators (Includes the following)

- Bridgeport Energy
- Dominion/Millstone
- NRG Energy
- Public Service Electric and Gas Company (PSE&G)

Private and Public Sector Non-Energy Partners:

Telephone Company

- AT&T
- Verizon

Community Antenna Television Company/Certified Communications Provider/Certified Competitive Video Service Provider

- ATT (U-Verse)
- Cablevision
- Charter Communications
- Comcast
- Cox Cable
- Fibertech
- Metrocast
- Thames Valley

Water Companies/Public Water Systems

Water Companies and Public Water Systems are regulated by DEEP PURA and the DPH Drinking Water Section (DWS). DEEP PURA regulates the privately owned water companies of the State, which fall into three categories, A, B, and C. Generally, these companies serve 50 or more consumers, covering service to 1000 or more individuals. DPH/DWS regulates publicly and privately owned Water Companies and Public Water Systems—Community, Non-Transient Non-Community, and Transient Non-Community. There are more than 2600 Public Water Systems in the State. The focus of this Annex is the approximately 560 Community Public Water Systems, which range from small apartment buildings to the Aquarian Water Company that services more than 600,000 people statewide. DPH/DWS maintains an inventory and emergency communications capabilities and Water Companies/Public Water Systems on a 24/7 basis.

Wireless

- AT&T Connecticut/AT&T Mobility

- Sprint/Nextel
- T-Mobile
- Verizon New York Inc./Verizon Wireless
-

Other

- CT Water Works Association
- Milford LNG Plant (Total Peaking Services LLC)

DRAFT

BACKGROUND OF CT ESF 12—All Hazards Energy and Utilities Annex

In the aftermath of two severe weather storms that occurred within two months of each other, causing widespread and prolonged power outages, and resulting in Presidential major disaster declarations, Governor Dannel P. Malloy directed State Emergency Management Director William J. Hackett to establish an Emergency Planning and Preparedness Initiative to enhance the state's capabilities in advance of the next inevitable event. One of the initiatives was the establishment of an Energy and Utilities Work Group to perform a number of functions, including the creation of an All-Hazards Energy and Utilities Annex to the State Response Framework, in order to memorialize the process to be used to restore or maintain critical public services. The State Response Framework can be found on the DESPP/DEMHS website, www.ct.gov/demhs.

Purpose

This Annex describes in detail the Multi Agency Coordination that will take place under the Connecticut State Response Framework, specific to utility- related aspects of disasters and emergencies, in order to facilitate restoration and maintenance of the state's energy, utility, electric, gas, water, waste water, and tele/communications public services during and following a major disaster, such as a hurricane, winter storm, flooding, earthquake or other significant event requiring state assistance.

Principles and Assumptions

The Annex takes into account the following principles and assumptions in order to develop and improve the process necessary to restore and maintain critical public services:

- CT ESF 12 and the Annex will be supported by the establishment of emergency response and service restoration performance standards in accordance with Public Act 12-148, and other identified needs;
- CT ESF 12 and the Annex will be supported by additional actions to mitigate power and communications outages in accordance with Public Act 12-148, and other identified needs;
- CT ESF 12 will interact closely with CT ESF 2 (Communications) in order to coordinate tele/communications restoration and maintenance before, during, and after emergencies that create widespread power outages;
- Companies that provide public services will share with the State Emergency Operations Center and other appropriate partners all information necessary for the prompt restoration of service, recognizing that proprietary information will be protected to the extent possible under state law and under the circumstances of the emergency. Also, information that is provided may be subject to protection under Connecticut General Statutes Freedom of Information Act Section 1-210(b)(19), if public release of the information may result in a safety risk, and is provided as part of a preparedness, response, recovery, or mitigation planning;

- In accordance with Public Act 12-148, companies that provide public services will participate in planning, exercise, and training activities at the state and local level;
- In accordance with Public Act 12-148, companies that provide public services will provide their emergency service restoration plans to PURA, DESPP, and municipalities every two years, and the plans will include communication and coordination measures with state, local, and other providers' officials, as well as a scalable and flexible plan capable of addressing the quantity and types of damages for outages affecting more than 10%, 30%, 50%, and 70% of customers. Information provided in these plans will be confidential;
- For the purposes of this Annex, and to assist in the establishment of protocols for emergency preparedness, response and recovery work on tribal lands, the terms town, municipal, or local include the State's recognized tribal nations, unless separate tribal/utility plans exist;
- In the event that the Governor declares a state of emergency, pursuant to Connecticut General Statutes Section 28-9, he may personally take direct operational control of any or all parts of the civil preparedness forces and functions in the State. The Governor may also take such actions as are reasonably necessary to protect the health, safety, and welfare of the people of the state, to prevent or minimize loss or destruction of property, and to minimize the effects of hostile action. The Governor convenes his Unified Command at the State Emergency Operations Center.

Scope

CT ESF 12 Group addresses significant disruptions in communications, cable and video services, water and energy supplies for any reason, whether caused by physical disruption of energy transmission and distribution systems, or unexpected operational failure of such systems. CT ESF 12 is applicable to the producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining of energy systems and system components. In this capacity, CT ESF 12 serves to collect, evaluate, and share information on the impact of service system outages, as well as on the progress of the restoration process, to include projected schedules for restoration, percent completions of restoration, and geographic information on the restoration. CT ESF 12 energy companies must work closely with their non-energy partners that also provide public services in order to restore all critical functions as soon as possible. Therefore, CT ESF 12 includes a coordination framework designed to facilitate communications to and from municipalities, state agencies, and energy and non-energy public service companies.

The CT ESF 12 Group will serve as a permanent committee or working group of the DEMHS Advisory Council.

CT ESF 2 Communications: In general, CT ESF 2 will be implemented under the Statewide Interoperability Committee of the DEMHS Advisory Council. It is contemplated that an ESF 2 Annex to the State Response Framework will be developed. Because of the interrelationship between ESF 12 and communications in many situations involving power outages, this Annex includes a description of the CT

ESF 2 Communications Task Force, which shall be convened for a number of reasons, including during prolonged or widespread power outages.

CT ESF 2 Communications Task Force: All Communications/cable providers in the State shall be members of the Interoperability Committee's CT ESF 2 Communications Task Force, which is led by DAS/BEST and DEEP/PURA and includes Communications companies. The mission of the Task Force is to plan and prepare for emergency Communications issues, and to support the maintenance and restoration of Communications services such as cable, internet, land line telephone and cell phone services. This Task Force is the primary interface between these public service providers and the State during situations contemplated by the State Response Framework, including this Annex.

The membership of the Communications Task Force includes, in addition to DAS/BEST and DEEP/PURA, subject matter experts from: DESPP(for example, from the Office of Statewide Communications and/or DEMHS); the CT National Guard, and; DOT. Federal members include FEMA and the Department of Homeland Security Office of Emergency Communications. Participants from the private sector include ATT, Sprint, T-Mobile, Verizon, Comcast, Charter Communications, Cox Communications, Cablevision, Metrocast, FiberTech, and any other companies providing communications services. All members must share requested data with the Task Force leadership in order to promote a prompt restoration process. Proprietary data and/or data that could present a safety risk if released will be protected to the full extent allowed by law.

The Task Force shall meet regularly during non-emergency time periods, in order to plan and prepare for emergency events. For example, the Task Force will meet to review its After Action Report(s) and address action items contained within the report. Whenever possible, the Task Force shall convene pre-landfall, in order to ensure a smooth movement into recovery mode. During emergency events, the Task Force shall establish a regular communications and information collection and dissemination cadence. The usual cadence is as follows:

- 8 am report at the State EOC Unified Command meeting;
- 9 am email reports from communications providers to the Task Force leadership to describe activities since last reporting period;
- 10 am conference call with all providers to discuss status and coordinate requests for assistance, with update provided to State EOC Operations Desk;
- 12 pm conference call between State and Municipalities to discuss restoration activities, including communications;
- 3 pm updated email reports provided to Task Force leaders and conference call, with update to State EOC Operations Desk;
- 5 pm report at the State EOC Unified Command meeting. In addition, an email list will be set up and managed by the Task Force so that immediate escalation of issues could occur if necessary, outside of the established meeting/conference call time periods.

Task Force issues may include unique information requests or actions required by communication service providers, including SAT/Cells on Light Truck (COLT) deployments in large outage areas, for specific governmental or municipal needs.

Status updates for each provider must include:

- Number of outages (cell towers, T1 lines, head-ends, etc—Wireless providers are working with PURA on these data points);
- Reasons for outages and large affected areas;
- Restoration needs for the providers including: coordination with debris removal, generator deployment, escalation between providers on priority T1 lines, escalation to utilities on power restorations;
- Projected restoration timelines

Water Task Force – This task force is led by the DPH Drinking Water Section. Members include Public Water Systems/water companies, wastewater utilities, CT DEEP Municipal Facilities Section, and associations such as Ct WARN, CT Section AWWA, Connecticut Conference of Municipalities (CCM), etc. Its mission is to plan and prepare the water sector for all-hazards emergency incidents and to support the sector in the maintenance and restoration of drinking water and wastewater service for the general public and ESF partners. The water sector and the services they provide affects many different public service sectors and also sustains the operations of other ESFs such as health care, fire suppression, emergency shelters, PODs, etc. DPH will coordinate any water advisories and emergency public notification disseminated to water consumers as a result of water quality issues caused by the emergency. Communication flow between DPH and public water systems will be conducted through WebEOC (if/when available), DPH Everbridge system, and direct contact. DPH will also provide coordination and support relative to Ct WARN and report the status of water sector mutual aid to the SEOC. Any issues raised through the Water Task Force will be forwarded by DPH Drinking Water Section to the SEOC and disseminated to the Regional Coordinators and municipal leaders for appropriate action.

All Public Water Systems/Water Companies are required to report operational issues to DPH, DPH evaluates conditions and makes determinations on sufficiency and adequacy of supply. CtWARN status is also routed through DPH. Depending on the situation and the status of communications in the state, public notice to customers will advise on the availability and suggested use of drinking water from various PWS/water companies. All municipal and privately owned domestic wastewater treatment facilities are required to report operational issues to CT DEEP, Municipal Facilities Section. CT DEEP will evaluate the severity of the reported issues and prepare advisories on known and potential impacts of any conveyance or treatment deficiencies.

Fuel Task Force: This task force is made up of DMV, DEMHS, DOT, DAS, CTNG, DCP, and other fuel partners including the Independent Connecticut Petroleum Association, the Connecticut Chapter of the National Propane Gas Association, the Motor Transport Association of Connecticut and the Connecticut

Petroleum Council. Its mission is the restoration and provision of emergency fuel, and generators for power needs, including:

1. Priority restoration of power to all of the DOT Service Plazas along I-95, I-395 and Rte. 15;
2. The monitoring of the supply of the state's eight (8) fuel terminals;
3. Establishing communications with municipalities to determine fuel and generator needs for emergency responders and critical infrastructures;
4. Establishing communications with utilities to determine status of their back-up power sources to aid in restoration efforts;
5. Coordinating with FEMA to obtain generators when demand exceeds supply (size and/or number) and the US Army Corps of Engineers to assess installation requirements;
6. Providing information to the public concerning open retail fuel outlets;
7. Communicating with public service companies and emergency responders regarding fuel needs and availability;
8. Coordinating fuel access at state DOT locations for municipal vehicles involved in the emergency effort.

DRAFT

General Roles and Responsibilities of ESF #12

Preparedness

- Ensure that Standard Operating Procedures (SOPs) are in place to perform appropriate levels of mitigation, preparedness, response, and recovery that a given disaster or emergency may require;
- Assist locals and state agencies with mitigation and preparedness measures prior to an actual emergency or disaster;
- Assign and train personnel to support emergency operations at the State Emergency Operations Center (SEOC), or other areas of operation;
- Actively participate in planning, training and exercise activities at the state, local, federal, and private sector levels.

Response

- Provide an ESF #12 liaison to the SEOC;
- Assist in providing sufficient power and fuel supplies to state agencies, response organizations, and areas along evacuation routes;
- Provide, to the extent possible, materials, supplies, and personnel for the support of emergency activities being conducted by local EOCs or state ESFs as requested through the SEOC;
- Establish and maintain communication with utility representatives and/or fuel suppliers to determine response and recovery needs;
- Assist the DPH, the American Red Cross, United Way 2-1-1, and local EOCs to identify emergency power needs for shelters or other facilities;
- Work in coordination with Federal ESF #12 personnel if a Joint Field Office (JFO) and/or other support facilities is/are established;
- Hold regular meetings prior to State EOC Governor's Unified Command meetings, and provide status briefings at the Unified Command meetings;
- Assist in gathering and providing information to the Planning Section and Operations Section for establishing operational priorities, developing situation reports and Incident Action Plans (IAPs), and to DEMHS/State EOC Public Information Officer (ESF 15) for press releases;
- Establish, run, participate in, and/or coordinate such Task Forces as are deemed necessary.
- Keep accurate logs and other records of emergency responses.

Recovery

- Coordinate efforts to provide for resources requested by local, state, and federal agencies for emergency power and fuel needs;
- Review recovery actions and develop strategies for meeting local and state energy needs;
- Monitor local, state, and utility actions;
- Receive and assess requests for aid from local, state, and federal agencies, and from energy offices, energy suppliers, and distributors;
- Work with all state and local emergency organizations to establish priorities for repairing damaged energy systems;
- Establish, run, participate in, and/or coordinate such Task Forces as are deemed necessary;
- Update state and local news organizations through DEMHS/StateEOC with assessments of energy supply, demand, and requirements to repair or restore energy systems; and
- Keep accurate logs and other records of emergency responses.

After-Action

- Draft recommendations and other reports as appropriate.
- Participate in post-hazard mitigation studies to reduce the effects of any future disasters.
- Prepare an after-action report, identifying key problems, how they will be or were solved, and making recommendations for improving ESF response operations;
- Meet and amend any plans or procedures to address the issues identified in any After Action report or meeting.

DRAFT

CT ESF 12 Member Agencies' Roles/Responsibilities

Department of Energy and Environmental Protection (DEEP/PURA): Overall DEEP agency responsibilities are listed in the main document of the State Response Framework. In addition:

- DEEP/PURA and DPH will maintain the following lists of information and have it available to the State EOC 24/7 and 365:
 - Private and Public Sector Energy Partners:
List of all energy distributors and generators, including gas companies, pipelines, and municipally owned companies.
 - Private and Public Sector Non-Energy Partners:
List of all other companies that provide public services, including water delivery and sewer, waste treatment, Communications, cable, video.
- Serve as a member/lead of the CT ESF 12, CT ESF 2, and the State Interagency Debris Management Task Force (IDMTF) groups and actively participate in, and help to coordinate, planning, preparedness, response, recovery, and mitigation activities;
- Perform the duties as enumerated in Public Act 12-148.

Preparedness:

- Act as the point of contact and liaison providing direct coordination with all other State, regional and Federal departmental response elements as requested by the Governor's Office, DEMHS, EOC, and utilities.
- Designate primary and secondary liaison officer(s), who will report to the State EOC when called upon and are available on an around-the-clock basis if needed.
- Ensure that liaisons are trained in Incident Command and the National Incident Management System.
- Provide input to periodic readiness assessments and participate in training and exercises aimed at continuous improvement of preparedness, prevention, mitigation, response, and recovery capabilities.
- Participate in planning and exercises for short-term and long-term emergency management, restoration and protection operations, and the development of supporting operational plans, SOPs, checklists, or other job aids in concert with existing first-responder standards.
- Analyze data available at the EOC to assist in assessing the impact and damage to transmission, distribution, and service lines; telephone facilities; pipelines, and; other regulated utility systems. Proprietary information or data and/or information that could present a safety risk if released will be protected to the full extent allowed by law.
- Communicate with all ESF 12 members, including utilities, in advance of storms or other significant emergencies.
- Provide technical support for the EOC, as requested.
- Coordinate with DOE, NERC, NARUC and other utility sector agencies and develop procedures for responding to regional outages.
- Develop contact list and calling tree of State agency personnel for use to facilitate restoration and protection efforts during emergencies.
- Continuously identify capabilities required to prevent or respond to new emergency threats and hazards, or to improve the ability to address existing threats.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- Serve as the State liaison to Connecticut’s regulated and unregulated utility companies and State agencies to facilitate critical utility infrastructure protection and restoration.

Response:

- Furnish available personnel as requested by Governor’s Office/DEMHS/EOC.
- Provide technical assistance/guidance to federal and other state agencies.
- Coordinate with the EOC, Governor’s Office and the utility companies to prepare and release public information regarding the emergency.
- If proprietary information is received from affected public or privately owned facilities, consult legal counsel prior to disseminating such information.
- Keep the Governor’s Office/DEMHS/EOC team informed of any utility-related problems that may cause or contribute to extended outage(s).
- Accompany utility or nonutility damage assessment teams when requested to do so.
- Receive and respond to information requests from municipalities and utility providers.
- Work with utilities on priority restoration of critical infrastructure, such as hospitals, prisons, water/wastewater plants, and nursing homes.
- Process waiver requests for the utilities.
- Facilitate public utilities communication with local state, and federal agencies and organizations.
- Coordinate requests from the utilities for assistance from state agencies and help facilitate critical infrastructure protection and restoration.
- Monitor, evaluate and provide input to the utility companies and other support agencies and organizations that are responding to and recovering from emergencies.
- Be kept apprised of and monitor any unmet needs and priorities.
- Coordinate status reporting from all utility systems.
- Maintain notes, draft recommendations and reports as directed or appropriate.
- Provide technical support for the EOC, as requested.
- Serve as lead, co-lead, or member of any ESF Task Force as needed.

Recovery:

- Serve as the point of contact for post-event damage reports to supply, distribution, and collection systems and conduct planning section meetings.
- Establish Docket(s), if necessary.
- Conduct an internal “lessons learned” and “best practices” review, and participate in any state reviews.
- Determine whether “performance standards” have been met, if applicable, per Public Act 12-148.

CT DEEP Municipal Facilities Section:

CT DEEP Municipal Facilities Section is responsible for ensuring the adequacy of wastewater conveyance and treatment on a 24/7 basis to approximately 2.1 million CT residents. As part of that responsibility, the DEEP Municipal Facilities Section shall:

- Maintain a comprehensive inventory of all public wastewater systems (approximately 84 municipal and 12 private treatment facilities serving customers in 127 towns) complete with facility information, treatment capacities and service areas, and emergency response plans as defined in approved Operation and Maintenance Manuals. All municipally owned wastewater

systems have Operation and Maintenance Manuals filed with and approved by CT DEEP. Operation and Maintenance Manuals identify procedures to maintain functional integrity and efficiency of equipment and structures, including process control, safety, and emergency operations procedures. All information maintained within the Municipal Facilities Section office will be available to the SEOC upon request at any time.

- Be responsible for sending out communications and technical assistance to municipal wastewater systems in advance of any potential known events that may impact normal operations of the systems, and to update and clarify communications protocols in the event of actual or potential disruption of conveyance systems or treatment processes.
- Be responsible for ascertaining and ensuring the operational status of all municipal wastewater systems during emergency operations. CT DEEP Municipal Facilities Section will Issue incident reports to all stakeholders and inter-sector partners relative to any wastewater emergency or security incident. The incident reports are also provided to the SEOC when they are activated.
- Provide operational status and coordination support for CtWARN, the mutual aid network for drinking water and wastewater utilities, to the SEOC.
- Serve as a member of the CT ESF 12 group and participate in planning, preparedness, response, and recovery activities.
- Serve as member of any Task Force as needed.
- Participate in any state After Action reviews.

Office of Consumer Counsel (OCC):

- OCC's role includes advocating for reliable service and adequate utility infrastructure. (See Public Act 12-148, *An Act Enhancing Emergency Preparedness and Response.*)
- Provide expert assistance regarding the consumer perspective (residential and business) on electric, natural gas, water, and Communications issues, such as cell tower restoration
- Assist with collection of real-time data and experiences for analysis in after-action reviews. Communicate with State EOC and appropriate Task Forces regarding OCC activities and findings.
- Act as informal go-between and advocates between the utilities and municipalities as needed. Communicate with State EOC and appropriate Task Forces regarding OCC activities and findings.
- Cooperate with the Connecticut Conference of Municipalities (CCM) to solicit the input of town managers on their public service company issues related to emergencies, and communicate results to ESF 12 membership to help to inform planning and preparedness activities.
- Assist DEMHS and other ESF 12 members with the establishment and maintenance of lines of communications with key municipal decision-makers.
- OCC Broadband Policy & Programs Coordinator will work on an ongoing basis with CT ESF 12 and CT ESF 2 groups. The Coordinator is a federally-funded position designed to manage the state's GIS data collection/mapping broadband project as well as to develop a strategic plan for improving access to and adoption of broadband services to all communities and citizens of Connecticut.
- Serve as a member of the CT ESF 12 and CT ESF 2 groups and actively participate in planning, preparedness, mitigation, response, and recovery activities.

- Participate in any state After Action reviews.

Division of Emergency Management and Homeland Security (DESPP/DEMHS)

- Review and amend State Emergency Operations Center Standard Operating Procedures to include: (1) the provision of daily Incident Action Plans, or comprehensive daily schedules, from utilities and other public service providers as requested by the State EOC Unified Command before, during, or after emergencies; (2) memorialize state-local-public service companies—private sector conference calls, including agendas.
- During emergencies, establish and maintain a regular communications cadence or rhythm that includes participation by energy companies, other public service companies, municipalities, state agencies, and other partners, including facilitating such communications calls by creating agendas with the assistance of appropriate Task Forces, and ensuring consistent scheduling of such calls.
- Assist locals and state agencies with mitigation and preparedness measures prior to an actual emergency or disaster.
- Assign and train personnel to support emergency operations at the State Emergency Operations Center (SEOC), or other areas of operation.
- Stand up Task Forces as necessary to support energy and public service maintenance and restoration in emergencies.
- Serve as a member of the CT ESF 12 and CT ESF 2 groups, and coordinate planning, preparedness, mitigation, response, and recovery activities.
- During non emergency time periods, continue to provide venue and process for collaborative planning and preparedness activities, including training and exercise.
- Coordinate and/or participate in any state After Action reviews.

Department of Administrative Services (DAS)/Bureau of Enterprise Systems and Technology (BEST)

- Serve as a member of the CT ESF 2 group, and CT ESF 12 group as needed, and actively participate in planning, preparedness, mitigation, response, and recovery activities.
- Serve as Lead the CT ESF 2 Communications Task Force (See description of Task Force in Scope, above), or lead or member of any other Task Force as needed.
- Participate in any state After Action reviews.

Department of Public Health (DPH)

Drinking Water Section (DWS):

- DPH DWS is responsible for ensuring the purity and adequacy of drinking water supply and service on a 24/7 basis to approximately 2.7 million CT residents.
- Maintain a comprehensive inventory of all public water systems (approximately 2,600 community and non-community systems) complete with facility information, water supply capacity status, water quality history, water supply plans, and emergency contingency plans. All

information maintained within the DPH DWS office will be available to the SEOC upon request at any time.

- All community public water systems serving greater than 1,000 people have water supply plans approved by DWS, with input from DEEP and PURA, on file including emergency contingency plans and sabotage plans. Emergency contingency and sabotage plans identify system vulnerabilities, response actions and capabilities, drought and water supply emergency triggers, priority users, mutual aid information and public notification procedures.
- Maintain the Water Emergency Assessment and Response (WEAR) team with staff trained to respond to any type of emergency or security incident at any public water system. WEAR Team response assesses the condition and operation of a public water system, provides direct technical assistance, advises on risk communication to the public, collects water quality samples and will continually assess the public health impact of a drinking water emergency or security incident.
- Responsible for sending out communications and technical assistance to public water systems in advance of any potential known events that may impact normal operations of the water system to provide them with ways to contact DPH in the event of an emergency in order to provide an operational status report of their water system. WebEOC and DPH Everbridge will be utilized to facilitate communication flow.
- Responsible for maintaining the operational status of all public water systems during emergency operations. Status updates are planned to be facilitated using WebEOC.
- DPH DWS will issue incident reports to all stakeholders and inter-sector partners relative to any drinking water emergency or security incident. The incident reports are also provided to the SEOC through the DPH Command Center when they are activated.
- Will create, maintain and update lists of public water systems that are on a water advisory during emergency operations and provide technical assistance to the SEOC, municipalities and consumers regarding the proper use of water service.
- Collection of water quality samples at impacted Public Water Systems/Water Companies as necessary and requested. Water sample analysis would be completed at the DPH Laboratory.
- DPH DWS will convene and chair the Drinking Water Emergency and Security Advisory Committee (DWESAC), an inter-sectoral group charged with maintaining and forwarding the emergency and security preparedness of the drinking water industry and fostering strong partnerships with other interdependent sectors and federal, state and local government agencies.
- Provide operational status and coordination support for CtWARN, the mutual aid network for drinking water and wastewater utilities, to the SEOC.
- Serve as a member of the CT ESF 12 group and participate in planning, preparedness, response, and recovery activities.
- Serve as the lead of the Water Task Force, and/or lead or member of any Task Force as needed.
- Participate in any state After Action reviews.

Military Department

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- Serve as a member of the CT ESF 12 group and participate in planning, preparedness, response, and recovery activities.
- Serve as member or co-lead of Task Forces as needed.
- Deploy personnel and other resources as needed.
- Participate in any state After Action reviews.

Department of Motor Vehicles (DMV)

- Interpret, and when authorized, modify or suspend state laws and federal regulations that facilitate the transportation of goods and delivery of services incident to the immediate restoration of essential services or essential supplies for emergency relief.
- Serve as a member of the CT ESF 12 group and participate in planning, preparedness, response, and recovery activities.
- Serve as lead or co-lead of the Fuel Task Force, or other Task Force as needed.
- Participate in any state After Action reviews.

Department of Transportation (DOT)

- Coordinate with local public works departments and companies that provide public services;
- Secure all construction sites prior to storm to protect electrical and other utility resources;
- Serve on appropriate Task Forces;
- Embed a liaison in each DEMHS regional office, as needed and requested;
- Serve as a member of the CT ESF 12 and CT ESF 2 groups and actively participate in planning, preparedness, response, and recovery activities, including training and exercise; serve as lead or co-lead of other ESF group or task force as needed.
- Collaborate with utilities, other state agencies, and towns to develop a standard Make Safe procedure to be used during emergencies when utility conductors and/or trees block roadways such that emergency vehicles may not safely pass.
- Conduct preliminary damage assessments;
- Provide crews to perform road clearing;
- Coordinate road crews with utility crews to optimize efficiency of opening roads;
- Work jointly with regional coordinators, municipal officials and utilities to prioritize work;
- Provide annually updated phone contact list;
- Prioritize permitting for oversize/overweight loads to facilitate recovery efforts;
- Post storm: remove wood debris from Rights of Way.
- Participate in any state After Action reviews.

Department of Consumer Protection (DCP)

- Maintain responsibility for weighing and measuring devices and for quality of petroleum products both for wholesale and retail meters, (as well as for wood and other fuels);
- Directly license retail fuel dealers (gasoline stations and heating fuel, oil and propane, dealers) and register fuel products for quality;
- Conduct consumer complaint investigations related to fuel quantity and quality;
- Share responsibility for investigating petroleum price gouging with DEEP and the Office of the Attorney General;

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- Maintain extensive and on-going contact with the petroleum products industry in Connecticut;
- Determine the status and operability of the distribution system for petroleum products, and provide and update this information as needed or requested to the State Emergency Operations Center;
- Serve as a member of the CT ESF 12 group and actively participate in planning, preparedness, response, and recovery activities.
- Serve as a co-lead or member of the Fuel Task Force, or any other Task Force as needed.
- Participate in any state After Action reviews.

Connecticut Siting Council (CSC)

- May waive fee for Cells on Wheels (COW) during and after emergency operations.
- Provide database of Communications towers and carriers served by those towers in the state upon request to DEMHS and/or ESF 2 or 12 leaders.
- Serve as a member of the CT ESF 12 and CT ESF 2 groups, or any Task Force as needed, and actively participate in planning, preparedness, response, and recovery activities, including training and exercise.
- Participate in any state After Action reviews as needed.

Energy and Non-Energy Companies That Provide Public Services (“Companies”)

- Determine restoration priorities in concert with the Incident Commander, who will recognize the technical expertise of the public service company. Energy and Non-Energy Companies that provide public services acknowledge and shall perform the following duties:
- First Priority: Immediate Life Threatening Situations, Public Health and Safety
 - Public Safety requires the de-energizing or cutting down of downed primary voltage distribution lines;
 - Restoration of service to previously designated public emergency service institutions such as major hospitals, evacuation centers, as prioritized by municipal officials;
 - After the storm has passed to allow for safe operation of aerial devices (winds of less than or equal to 30 mph), establish city/town cut down crews (line and tree crews paired up) and have them muster with the municipal public works department or police/fire department representatives to cut and clear all trees in order to open roadways.
- Second Priority: Substations, Transmission Lines, Primary Distribution Feeders
 - Service restoration to a maximum number of customers in a minimum amount of time using appropriate number of work forces. This usually involves removal of trees and limbs (see above), bypassing some damaged equipment, and re-energizing primary distribution lines. In some cases, circuit ownership may be established from the source to mainline. Crews can then go back and work on the side taps. Crews may be paired with tree trimmers to facilitate more rapid restoration.
- Third Priority: Single and Three-Phase Laterals
 - The repair and restoration of critical facilities such as fire stations, police stations, sewage treatment plants, and water pump stations.
 - The repair and restoration of equipment and lines serving groups of customers.
- Fourth Priority: Distribution Transformers and Services
 - Although restoration of service lines to individual homes or buildings is designated as Priority Four, in some cases, this work may be done at the same time as higher priority work. In order to accomplish this, the company will use crews not normally associated with distribution restoration work.

NOTE: A utility may repair or restore a “lesser” priority facility before a higher priority facility in order to meet higher priority needs. In addition, evaluation of priorities must be flexible as circumstances change, which may require time specific resource allocation.

- During a major disaster or emergency, companies shall communicate and collaborate with government officials to address life safety issues resulting from disruptions in energy supply that jeopardize the health, safety and welfare of the general population and emergency workers.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- Embed liaisons from communications companies, including cable/video providers, within the appropriate electric distribution companies' Emergency Operations Centers (EOC) to exchange real-time restoration information during major outage events. Upon opening of the electric utility EOC, the electric utility shall make contact with Communications Providers to inform them of the impending event, level of expected damage and duration of event. The Communications Providers shall station a person (Communications Liaison) at the electric utility EOC, if requested, for the purpose of coordinating restoration efforts. The Electric Utility EOC staff and the Communication Liaison(s) shall share information related to the location and priority of critical communications facilities, and damage required to be repaired by the communications provider in order to facilitate restoration efforts.
- Assign and train personnel to support emergency operations at the State and local EOCS, including Incident Command Systems and state/local emergency operations training.
- Communications providers have management and coordination structures that shall be activated during major disasters or service interruption, when local damage assessment or network recovery exceeds business as usual capabilities.
- Submit current Emergency Preparedness and Response Plan and Procedures to DEMHS to be maintained for use at the State EOC. See Connecticut General Statutes Section 16-32e, and Public Act 12-148. They shall be submitted jointly when they are submitted to DEEP/PURA: under Public Act 12-148, these plans will not be subject to a Freedom of Information request.
- Provide timely, detailed and accurate information via utility liaisons to the State EOC and to affected municipalities, including electronic and hard copy of location of affected circuits, per this Annex and the utilities' Emergency Preparedness Plans. Information shall include the following:
 - Status of pre-designated Tier One priority work for each of the municipalities within the provider's franchise area; projected work locations for the restoration crews within the cities and towns (crew locations); status of affected circuits; status of expected arrivals of outside crews; estimate of the number of customers affected.
 - Municipal Liaisons shall be equipped with production level Outage Management System and Geographic Information System as well as a web page view that shall depict the location of affected areas by town.
 - This information shall be passed from the provider to the state and municipalities on a regular basis.
- Allow local Emergency Management Director (EMD) to have web access to map information regarding electric outages even in the absence of the liaison. Communications providers shall provide timely, detailed, and accurate information regarding the number and geographic impact of known outages. Municipal/town liaisons shall provide more detailed information to the EMD when deployed.
- Electric companies and other pole owners, designate a Make Safe Crew or representative to each municipality (after the municipality has opened its EOC) that has requested a Make Safe Task Force or Strike Team and has declared a state of emergency, and inform the municipal EMD and EOC of the assignment, in accordance with attached Make Safe/Blocked Roads protocol,.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- At least annually, in collaboration with municipal Chief Executive Officer or her designee, and the local EMD, and other municipal leaders, review and update municipal restoration priorities that have been pre-identified as critical public safety facilities.
- During times of emergency, through their Town/Municipal Liaisons, electric companies shall participate in daily review of existing priorities with municipal EMDs, who shall consult with Unified Command/Incident Commander. Municipal Unified Command should include local Emergency Management Director, Chief Executive Officer, Public Works, energy company representatives, and private sector with critical facilities in the town. Town/Municipal Liaison, or someone in the Liaison reporting structure, shall communicate priorities to a representative in the Utility Command Post/Work Center, who provides daily schedule back to municipality and to DEMHS Regional Office with explanation of priorities set. As work is accomplished and priorities shift, updates will be provided to municipalities throughout the day.
- During times of emergency, work with Communications Task Force, or other State EOC Task Forces as designated. An Incident Action Plan, detailing the strategy to be employed by the utility that day, the extent and location of resources, and planned assignments, shall be provided at the beginning of each day to the State EOC. Regular updates shall be provided throughout the day, so that the Governor and the State EOC have accurate statewide situational awareness. Companies' liaisons at the State EOC shall be prepared to brief on the priorities established at company and municipal level, and to address priorities identified at the State EOC.
- Establish a standard operating procedure for damage assessment. See the Town/Municipal Liaison Utility Damage Assessment Form, which is attached to this Annex. The completed damage assessment form shall be submitted to the Town/Municipal Liaison, who shall provide the information to the utility's work center.
- In times of emergency, municipalities may use the damage assessment procedure and form to accurately deploy resources to perform the assessment and provide the information in a format that can be used by the public service company. Each year, municipalities shall identify individuals to the utilities to be involved this process so that the utilities can provide the necessary basic training to enable them to safely and effectively gather information to populate the form. If a non-electrical utility individual comes across damage, it should be recorded from a safe distance, and no attempt should be made to move closer to the damage to obtain information.
 - Under no circumstances should damage assessors handle, move, test, touch, manipulate, or other make contact with (including through the use of hot sticks or any other device) any wires, conductors, attachments, or other utility equipment. All wires, conductors, attachments, and utility equipment are potentially dangerous, as they may become energized at any time. All wires must be treated as energized and dangerous.
 - Persons engaging in damage assessments in and around utility conducts assume the risk of their actions, and must take every precaution and effort to maintain at least a 10 foot clearance from all utility conductors. The utility makes no assurance of safety with regard to those engaging in damage assessment activities.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- As requested by the State EOC, embed a liaison with access to decision makers, at each DEMHS Regional Office affected by the emergency.
- Embed energy company liaisons at municipal EOCs as requested. Embed other pole owners and company liaisons at municipal EOCs as necessary to situation. Provide these liaisons with current information on restoration activities in the municipality, and update this information regularly throughout the day. See attached Communications Flow Chart.
- Duties of Town/Municipal Liaisons shall include the following: (1) checklist of what the towns can expect from the liaison (resources and information that the liaison can provide); (2) daily schedule, including regular tour of town, attendance at meetings; (3) exchange contact information including cell, office, home numbers, and email addresses.
- Duties of the Town/Municipal Liaisons shall also include:
 - Provide Town Priority Location Maps
 - Attend annual meeting with municipal EOC representatives
 - Report to the Municipal EOC as requested, upon EOC being opened and request for Liaison being made
 - Upon arrival, verify phone numbers of Municipal EOC
 - Provide communication link between the utility work center/EOC and the Municipal EOCs
 - Maintain communication link between Municipal EOCs and Regional utility representative at the DEMHS Regional Office, if applicable
 - Work with the Municipal EOC to prioritize their emergency locations and
 - communicate this information to the utility work center/EOC, either directly or through Municipal Liaison Team Coordinator or Town Liaison Unit Leader
 - Report the status of pre-designated Tier One priorities
 - Communicate special situations and requests for specific information
 - Communicate utility progress of emergency locations to the Municipal EOC
 - Report the status of the pre-designated priorities on a regular basis throughout the day to the DEMHS Regional Office and to Municipal EOCs. The timing of these status reports shall be set at the beginning of the incident.
- Duties of the Municipal Liaison Team Coordinator and/or the Utility Representative embedded at the DEMHS Regional Office shall include:
 - Communicating pre-designated priority work progress reports from the utility work center/EOC to the Municipal Liaison and to the DEMHS Regional Office at regular pre-established intervals during the day;
 - Assist the Municipality in laying out work of mutual benefit such as tree and road clearing and coordinate the effort through the Municipal Incident Commander;
 - Keep the municipality informed of utility restoration progress;
 - Keep utility work center/EOC informed of Municipality needs;
 - Provide work plans and status updates to the Utility representative at the State EOC on a regular pre-established basis, so that the Governor's Unified Command can be kept up to date on conditions and status of restoration throughout the State.

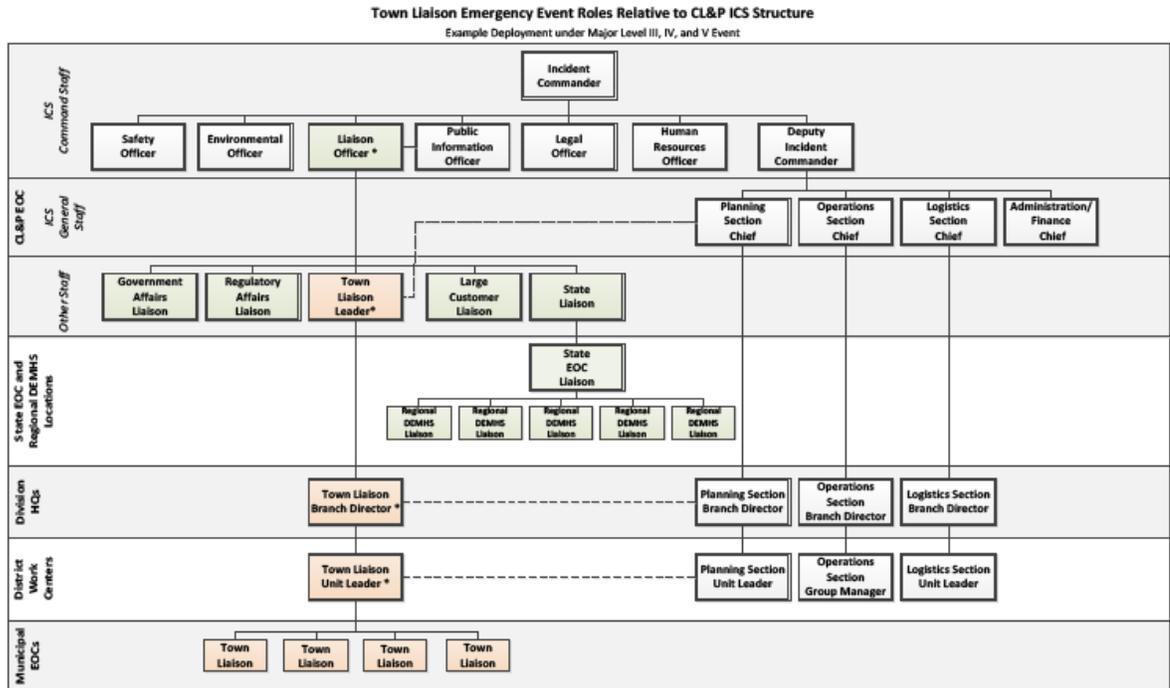
- Provide clear guidance on the roles of various company representatives interacting with municipalities. Establish a clear point of contact and communication flow from municipal EOC, to DEMHS Regional Office, to State EOC.
- At least annually, provide each municipal CEO and local EMD with relevant contact information for that provider's emergency point of contact for that municipality. Municipal CEOs and EMDs shall be responsible for distributing this information as appropriate within their governmental organization. Municipal questions and inquiries should flow through this emergency point of contact.
- At least annually, each provider shall provide a summary of the municipal points of contact information for each DEMHS region to the DEMHS Regional Coordinator.
- Each provider shall communicate with its company's management team, as well as the DEMHS Regional Office and State EOC (as needed) to address and provide status reports on any municipal questions or inquiries.
- Throughout the year, and in times of emergency, provide municipalities with any tree trimming schedule, so that residents are aware of when work is scheduled to be done.
- Communications companies shall maintain adequate back-up power for their respective cell towers.
- Attend and support briefings and other coordination meetings, at the State EOC or elsewhere.
- Assist State EOC to maintain situational awareness of energy levels and resources within the state.
- Maintain operational logs, messages, requests, and other appropriate documentation.
- Participate in and prepare after action reviews and report, including identification of key problems and how they were solved.
- Throughout each year, serve as members of the state and DEMHS Region ESF 12, CT ESF 2 and other ESF groups as appropriate, and actively collaborate, coordinate, and participate in planning, preparedness, response, and recovery activities, including training and exercises held at the local, state, or utility-to-utility level. Include state and local partners in company exercises and training.
- Participate in any state After Action reviews.

The Connecticut Light and Power Company:

Upon request by the local EMD, CL&P shall provide a dedicated resource to each town to assist in road clearing activities.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

After a municipality has opened its EOC and has requested a Town Liaison, CL&P shall deploy a Town Liaison that that municipality's EOC. CL&P's Liaison Reporting Structure:

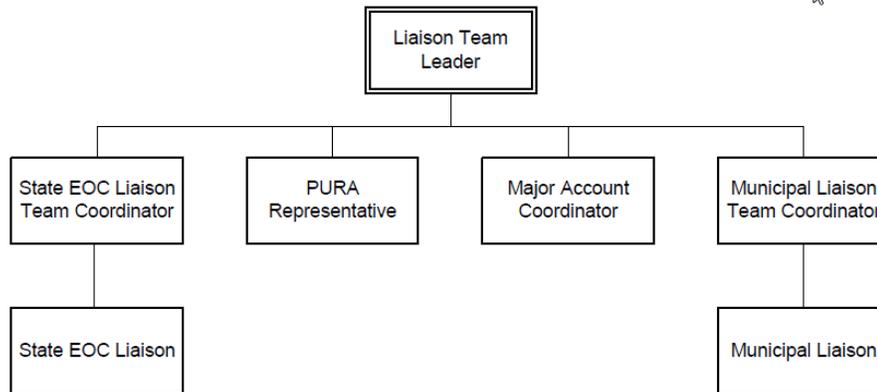


*Note: Dotted lines indicate critical communications (not reporting) relationship. Town Liaison organization has critical communications relationships with the Planning Section at the Unit, Branch and TLL levels and with the PIO through the Liaison Officer.

United Illuminating:

Upon request by the local Emergency Management Director, UI shall provide a dedicated line construction and line clearance crew to each town for road clearing.

- UI's response structure:



- The UI- supplied make safe crews will work through the town liaisons.

AT&T:

- AT&T shall have a representative embedded in the SEOC, the NU EOC, and the UI EOC upon request. Such representative shall provide a link to AT&T's emergency response center for the purpose of escalation and restoration updates. These representatives shall work closely with the AT&T Local Response Center and team.
- AT&T shall activate its Local Response Center in response to a disaster or emergency event that cannot be readily resolved under normal circumstances. The LRC Response Team is empowered to develop strategies and make decisions for the organizations they represent.
- All municipalities will be notified of an AT&T contact and contact information.
- Serve as a member of the CT ESF 2 and CT ESF 12 groups and actively participate in planning, preparedness, response, and recovery activities.

Dominion-Millstone Power Station:

- Staff or pre-staff and activate Millstone Emergency Response Facilities (ERF) and emergency response personnel for a Millstone-declared emergency of Alert, Site Area Emergency or General Emergency. This would include a contingent of response personnel dispatched to the CT State EOC. (A severe weather/storm-related event could result in a Millstone emergency declaration.)
- Communicate with Independent System Operator (ISO) New England for electrical power production and transmission coordination.
- Communicate with State EOC and DEMHS Region 2 Coordinator as requested or indicated during emergency.
- Serve as a member of the CT ESF 12 group and actively participate in planning, preparedness, response, and recovery activities.

Water Companies/Public Water Systems:

- There are approximately 560 Public Water Systems serving 2.7 million state residents. All Public Water Systems are required to comply and report purity and adequacy to the DPH DWS, the

primacy agency for drinking water in the State of Connecticut. This would also include emergency preparedness and response activities.

- Public Water Systems shall implement all appropriate sections of their Emergency Contingency Plans, Continuity of Operations Plan, etc.
- Establish communications and coordination with the local EOC/EMD for each municipality in which a Public Water System provides service.
- Provide operational status updates, as necessary, to DPH DWS, SEOC, and local EOCs. Status updates shall include the priority items that the Public Water System is working on to maintain or restore water quality and quantity to customers. WebEOC may be used to facilitate these updates in the future.
- Establish emergency public notification mechanisms to communicate with customers during emergencies. This would include developing message templates, distribution lists, identifying priority users and maintaining efficient means to distribute messages.

Wastewater Utilities:

- There are approximately 127 municipal water pollution control authorities operating wastewater utilities serving 2.1 million state residents. All wastewater utilities are required to report system bypasses and interruptions of wastewater treatment to CT DEEP Municipal Facilities Section. This includes emergency preparedness and response activities.
- Wastewater utilities shall implement all appropriate sections of their Emergency Contingency Plans, Continuity of Operations Plan, etc.
- Establish communications and coordination with the local EOC/EMD for each municipality in which a Municipal Wastewater System provides service.
- Provide operational status updates, as necessary, to CT DEEP Municipal Facilities Section, State Emergency Operations Center, and local EOCs. Status updates shall include the priority items that the wastewater utility is working on to maintain or restore wastewater conveyance and treatment to customers.
- Establish emergency public notification mechanisms to communicate with customers during emergencies. This includes developing message templates, distribution lists, identifying priority users and maintaining efficient means to distribute messages.

Local Partners /Municipalities:

- A Representative from each of the five Regional Emergency Planning Teams (REPTs), and particularly any Regional Emergency Support Function (RESF) 12 Chairs, shall serve as a member of the CT ESF 12 group and actively participate in planning, preparedness, response, and recovery activities.
- A Representative from the CT Conference of Municipalities (CCM) shall serve as a member of the CT ESF 12 group, and CCM shall actively participate in planning, preparedness, response, and recovery activities, including providing key support to communications flow before, during and after an emergency event.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

- A Representative from the CT Council of Small Towns (COST) shall serve as a member of the CT ESF 12 group, and CCM shall actively participate in planning, preparedness, response, and recovery activities, including providing key support to communications flow before, during and after an emergency event.
- Provide the local EMD as the point of contact at the municipal EOC.
- Activate the local EOC when the situation warrants the presence of a Town/Municipal Liaison.
- Support and participate in Make Safe crews and other utility response activities as needed.
- Maintain communications flow to and from State EOC through the DEMHS Regional Office.
- Participate in After Action reviews.

DRAFT

Policies and Procedures during Emergency Conditions

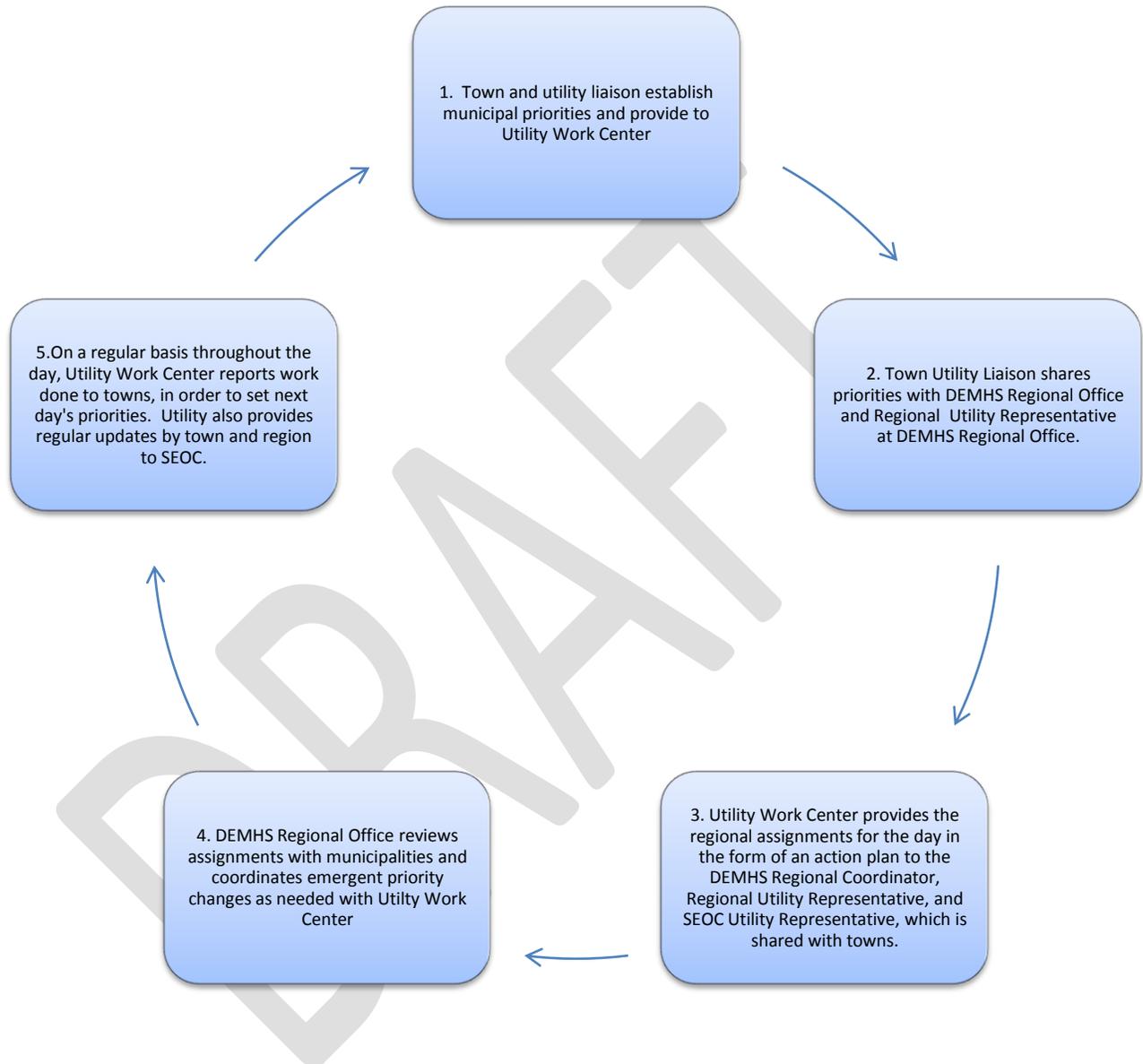
Pole Owners Standard Operating Procedure—During times of emergency, any public service company with the capability of repairing or replacing a damaged utility pole shall have the authority and obligation to make restorations as necessary, subject to appropriate safety considerations, regardless of ownership/protocols of joint pole ownership, communications flow.

- Communications utilities are responsible to ensure that the work zone is safe for their employees to perform the work, and shall work with electric companies to determine that poles are de-energized.
- Communications utilities shall coordinate pole restoration with electric utilities as necessary.
- Communications utilities shall communicate pole restoration plans to municipalities.
- If permitted, UI/CL&P may shift or re-locate cable or other wires.

Communications Flow During Emergency (See attached Chart)

- IAPs are prepared cooperatively at municipal level and sent to Energy Company, which reviews priorities, and then **reports back** to towns/State EOC on daily work schedule, explaining reason for priorities.
 - Towns shall identify public safety priorities, which shall be given preference by the public service companies.
 - Municipalities and public service companies shall work together to provide realistic make safe, cut and clear, and restoration expectations daily.
 - Public service companies shall communicate back to municipal EOCs when work is completed, and provide regular updates throughout the day.

Municipalities/Utilities/DEMHS Regional Office/State EOC
Response and Restoration Communications Flow



It is anticipated that Towns will provide priorities to the utilities the day before for work to be performed the next day. The information flow back to the Towns must occur in a timely manner, for situational awareness and so that adjustments to priorities can be made.

DISCUSSION OF COMMON TERMS

Understanding “Make Safe Crew”, “Line Crew”, and “Cut and Clear” Operations:

Natural disasters such as wind, snow, and ice storms often leave roads impassible due to numerous downed trees, branches, utility poles and wires in the roadway. Providing access to all areas of a municipality is an overarching life safety issue for fire, EMS, and police services.

To make the roadway safe for clearing, the electric company crew must determine the power is off and physically disconnect the downed wires from the grid. The electric company workers assigned to this life safety priority task are called a ‘Make Safe Crew.’ The local utility ICP on scene will direct the Make Safe crews to local priority locations based on communications received from the Town/Municipal Liaison who is located at the municipal EOC. The municipal incident commander supports the crew with public works crews and other municipal resources as needed in order to optimize the road opening response.

The assignment and management of the make safe crews is distinctly different from that of the typical electric company “Line Crew” who is tasked with power restoration. Typically, the line crews involved with restoration are supported by power company “tree crews” who assist with Cut and Clear operations related to the restoration efforts. In some instances, Make Safe Crews transition to Line Crew restoration assignments when released by the incident commander. Line Construction Crews perform the electric utility physical construction work. Line Clearance crews perform the tree trimming and removal work.

The **Make Safe/Protocol for Clearing Blocked Roads**, which begins on page 30, provides details on the Make Safe process.

Defining the Many Types of Companies That Provide Public Services Related to Energy:

Companies that provide public services such as electricity, gas, telephone, cable, video, water, and sewage, as well as the companies that support these services, such as energy generators, pipelines, and antenna systems, are all known by various names that are defined by statute and often have specific technical meanings. In order to avoid the confusion that can be caused by the use of various terms within this document, the ESF 12 Annex specifically lists key companies that provide public services in Connecticut. The provisions of the Annex therefore apply to all companies that provide public services directly connected to, or affected, by energy.

Specific statutory definitions may be found in various places in the state statutes, including Connecticut General Statutes Titles 16 and 19.

Common National Incident Management System (NIMS) and Incident Command System (ICS) Terms

Commonly Used Terms and Acronyms

EOC – Emergency Operations Center – The physical location at which the coordination of information and resources to support local incident management activities normally takes place.

ESF - Emergency Support Function – Part of the National Response Framework, ESFs provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to States and Federal-to-Federal support. Connecticut is beginning to use the ESF concept at the state level to coordinate support to our local partners. For example, during major storms in 2011, an ESF #2 or (Communications Task Force) was established with representatives from several different agencies to support communications restoration in the state.

IAP – Incident Action Plan – The plan of goals, tactics and work assignments established to accomplish the goals during a particular time period, known as the Operational Period. Under the Incident Command System (ICS), the IAP is a series of forms that describe the overall goals, tactics and work assignments to accomplish those goals, a communications plan, and a safety and weather message.

ICS - Incident Command System-a management system designed to enable effective and efficient incident management. It is structured to facilitate activities in five major functional areas: command, operations, planning, logistics, finance and administration.

MACS – Multi-Agency Coordination System – Under NIMS, Command and Management. MAC systems provide support and coordination to Incident Command by making policy decisions, establishing priorities, resolving critical resource issues, facilitating logistics support and resource tracking, and collecting, analyzing and disseminating information. Local municipality EOCs and the State EOC are examples of facilities where MAC systems operate in Connecticut.

NIMS – National Incident Management System –The components of NIMS include Preparedness, Communications and Information Management, Resource Management, Command and Management, and Ongoing Management and Maintenance. The Incident Command System, Multi Agency Coordination Systems, and Public Information are subcomponents, under the Command and Management component.

State Response Framework – Document that outlines how the State of Connecticut’s agencies prepare for and respond to major incidents within the State of Connecticut. It details the interrelationships between local, state and federal government and the procedures for resource requests between these entities. It also describes Standard Operation Procedures in the State Emergency Operations Center and what Multi Agency Coordination looks like at that level.

Unified Command – the concept that more than one agency has jurisdiction over an incident, and that they all work together at the command level. For example: At the incident level, Police, and Fire may

work together at an incident involving a crime and a fire at the same time. At the Local EOC level, the Chief Elected Official/Chief Executive Officer, heads of police, fire, board of education, etc., all work together as unified command. Depending on the incident, the unified command meeting may be supplemented by Public Works, private sector such as a head of a local business group, utilities. At the state level, the Governor and his agency commissioners work together in Unified Command.

Whole community – a planning concept that is integrated and involves the whole community and should be built on a foundation of existing programs and relationships.

DRAFT

MAKE SAFE/ PROTOCOL FOR CLEARING BLOCKED ROADS TABLE OF CONTENTS

INTRODUCTION	34
Objective	34
Applicability	34
Discussion	34
Identify, Record, Prioritize, and Track Blocked Road Locations	37
Mitigate the Electrical Hazards from the Block Road Location	37
Communicate Electrical Hazard Mitigated	39
Clear Blocked Roads	39
Attachment 1 Definitions	41
Attachment 2 Blocked Road Priority Criteria	42
Town Liaison Municipal Utility Damage Assessment Form	43

DRAFT

INTRODUCTION

Objective

This procedure provides instructions to all State of Connecticut agencies and organizations, municipal governments, and utility companies involved in safely and efficiently clearing blocked roads following a storm event. It provides the initial framework for developing a common and shared approach, processes, and priorities whereby utilities and the public sector coordinate clearing blocked roads. The electric utilities reserve the right to amend or alter this procedure if public health and safety are at risk, on scene if there is an imminent emergency, or otherwise after consultation with the State ESF 12 Working Group.

Applicability

This procedure applies to all State of Connecticut agencies and organizations, Town governments, and utility companies (electric, phone, cable TV, etc.) required to support clearing State and Local roads following a storm event.

Discussion

Clearing blocked roads is a very high priority for all Connecticut communities following a storm event. The number one priority is to provide emergency vehicle access for search and rescue and other lifesaving actions. Other priority considerations are public access to emergency shelters, hospitals and other medical facilities, and other critical community support facilities. To accomplish this clearing, multiple organizations [e.g., CL&P, UI, AT&T, local Departments of Public Works (DPW), and the state Department of Transportation (DOT)] are required to work in sequence to ensure a safe and efficient process. Timely communication among these organizations is essential to accomplish timely clearing of blocked roads.

Blocked roads are identified by emergency personnel, local DPW, State DOT, and utility damage assessment teams. In all cases, each blocked road location must be communicated to the local Town EOC. Once received, the Town must prioritize the blocked road location using criteria in this procedure and record the location and priority on the standard State Damage Assessment form. State of Connecticut agencies and organizations and Town governments will use the standard State Damage Assessment forms to communicate needed utility support through the utility Town Liaison process. Crews needed to open blocked roads will be allocated to the highest priority block roads in sequence to the lowest priority blocked roads until all roads are cleared. However, the utilities and/or municipalities may shift the priority of road clearing to restoration in the event that municipal priorities or emergencies require restoration of service, such as emergency operations centers or hospitals, in order to coordinate storm efforts or protect public health and/or safety. Any shifting of priorities shall be shared with the towns and the DEMHS Regional Office.

The emergency response to blocked roads may be performed using Task Force resources or Strike Team resources. If coordination is practicable, then a Task Force comprised of personnel from the Town DPW Director, or his/her designee, and/or State DOT, electric utility, phone company, and cable TV work together and perform all necessary tasks to clear or partially clear a blocked road. This process requires more time from the utility companies and may delay restoration of service to their customers. A Strike Team from each support group could work independently and in the proper sequence to clear or partially clear a blocked road. The Strike Team process requires timely communications from the field to the appropriate Incident Command Post (ICP) and to the appropriate Town EOC.

If wires or other facilities (poles, transformers, etc.) are involved with the blocked road, the electric utility must respond first to assess the scene. If electric company facilities are involved, then line crews will mitigate the electric hazard caused by their potential source of voltage at the blocked road location. This may be performed by restoring, isolating and grounding, or cutting and removing the conductors. The process selected by the supervisor or line crew foremen will be based on a safe and expeditious method to mitigate the electrical hazard. Electric utilities will move debris (e.g., trees) only as necessary to mitigate the electrical hazard. As the electric company is performing its work at the scene, as requested by the electric company, the local Town EOC will contact other utilities (phone, cable TV, etc.) to report to the blocked road location.

When the electric company’s voltage hazard has been mitigated, or if electric company facilities are not involved, on-scene personnel will notify the local Town EOC through the electric company’s ICP. Phone, cable TV and other utilities required to remove or restore their equipment will complete their work. Once all utilities have completed its work, the Town DPW or State DOT will remove trees and other non-utility items blocking the road.

Town DPW’s and the State DOT’s first priority is to open blocked roads for emergency vehicle access. This typically means a minimum 9’ wide by 14’ high opening for vehicles. Once this is finished, Town DPWs or State DOT may choose to completely clear the road or move to another blocked road location. The utility companies’ strategy, however, is to complete all their make safe work at a scene before moving to the next priority blocked road location. This will make the entire area accessible to the Town DPW or State DOT allowing them to complete the road clearing without further utility support.

Timely, clear communications are essential to the overall goals of having Town and State roads opened quickly after the storm is over. Live time status updates from field personnel to their Storm ICP to the local Town EOC will help expedite the support needed to clear roads.

The initial blocked road clearing is performed based on the following priorities and field assessments as defined by the State of CT Interagency Debris Management Task Force:

Priority	No.	Definition
High	1	Support to Search and Rescue and other lifesaving resources
	2	Critical life sustaining facilities (i.e., hospitals, nursing homes, other).
	3	Additional life sustaining facilities (i.e., emergency feeding and sheltering sites, local distribution points, other).
	4	Critical community support facilities (i.e. police, fire, EMS, and emergency management sites, other).
	5	Longer term sustaining facilities (i.e., water treatment and sewage

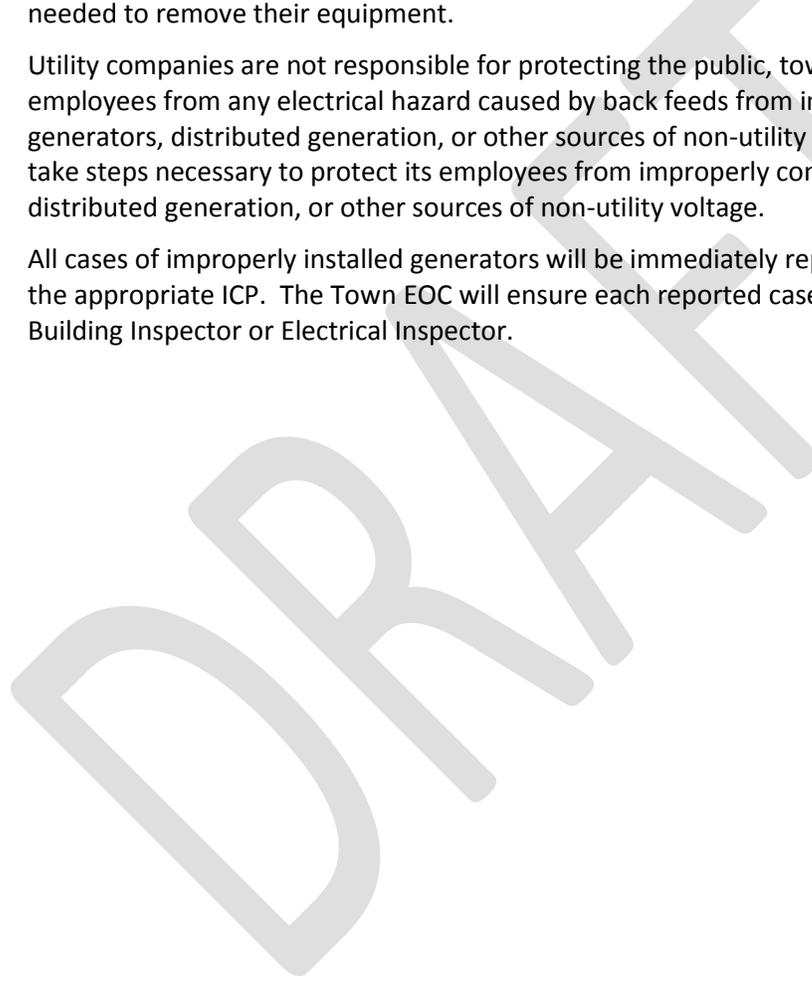
		facilities, electrical facilities critical for power restoration, other).
	6	Remaining critical facilities (i.e., critical communication nodes).
Medium	7	Major traffic routes including interstate highways and ramps
	8	Major waterways essential to commerce and major flood drainage ways
Low	9	Other roads

Other considerations for prioritizing blocked roads include restoring electric, phone, and cable TV service to large blocks of customers, business centers, large employers, and schools.

Town DPWs and the State DOT are responsible for removing trees, limbs, and other non-utility debris blocking the road. Utility companies will move trees, limbs, and other debris only as needed to remove their equipment.

Utility companies are not responsible for protecting the public, town employees, or state employees from any electrical hazard caused by back feeds from improperly connected generators, distributed generation, or other sources of non-utility voltage. Each employer shall take steps necessary to protect its employees from improperly connected generators, distributed generation, or other sources of non-utility voltage.

All cases of improperly installed generators will be immediately reported to the Town EOC via the appropriate ICP. The Town EOC will ensure each reported case is corrected by the Town’s Building Inspector or Electrical Inspector.



INSTRUCTIONS

Identify, Record, Prioritize, and Track Blocked Road Locations

All

COMMUNICATE the location and condition of a blocked road to the Town EOC including the following:

The street name and address or nearest cross street.

The reasons for the blockage

As many of the following that apply:

- Down or low wires
- Tree(s)
- Utility pole(s) and pole number if possible
- Land slide
- Road washed out
- Other

Town EOC

REVIEW the blocked road information received from the field and DETERMINE the clearing priority using the criteria in Attachment 2.

USE the standard State Damage Assessment form and RECORD each blocked road location, condition, and priority in the Town EOC.

NOTIFY the applicable utility companies of the specific blocked road locations that need their support for clearing.

TRACK progress for each block road location and utility support needed until all roads are completely open for normal access.

The town designates a single point of contact associated with providing the work priorities and locations to the utility make safe crew.

Mitigate the Electrical Hazards from the Block Road Location

*Electric Utility /
Phone / Cable TV
ICP*

RECEIVE blocked road locations and priorities needing utility company support from the Town EOC as recorded on the standard State Damage Assessment form

MOBILIZE necessary resources.

ASSIGN resources to blocked roads working from the highest priority to the lowest priority until all blocked road locations are addressed.

*Electric Utility
Field Personnel*

At each location and prior to commencing work, PERFORM the following:

PERFORM a site-specific assessment.

CONFIRM that the electric company wires or equipment are involved in the blocked road.

INFORM the Town EOC via the electric company's ICP if other utilities (phone, cable TV, etc.) wires or equipment are involved in the blocked road.

LISTEN for running portable generators at the scene.

If there are running generators, VERIFY that each identified generator is not creating a back feed.

If a portable generator is creating a backfeed, PERFORM the following:

EITHER

REMOVE the meter, INSTALL a cover, and SEAL the meter socket

OR

DISCONNECT the service or LIFT the transformer tap

NOTIFY the electric company's ICP that the service is disconnected and cannot be restored until the backfeed situation is properly corrected.

Utility ICP

NOTIFY the Town Building Inspector via the Town EOC of the improperly installed generator.

*Electric Utility
Field Personnel*

ESTABLISH a strategy to be used to perform the work.

DETERMINE if the work can be completed safely with the current crew complement or if other resources are needed to complete the work.

IF the available crew cannot complete the work safely and timely, INFORM the electric company's ICP.

COMMUNICATE the estimated time to complete work at the location to the Town EOC via the electric company's ICP.

PERFORM the required actions to restore, isolate and ground, or cut and clear to mitigate the electrical hazard from the electric company's sources of potential in a safe and timely manner.

PROVIDE routine progress updates to the Town EOC via the electric company's ICP.

WHEN the electrical hazard from the electric company's sources of voltage has been mitigated, NOTIFY the Town EOC via the electric company's ICP.

*Phone / Cable TV
Field Personnel*

VERIFY the electric company field personnel have mitigated the electric hazard from their sources of voltage.

At each location and prior to commencing work, PERFORM the following:

PERFORM a site-specific assessment.

CONFIRM that phone company or cable TV company wires or equipment are involved in the blocked road.

LISTEN for running portable generators at the scene.

If there are running generators, VERIFY that each identified generator is not creating a back feed.

IF a portable generator is creating a backfeed, PERFORM the following:

- REQUEST the generator be shut down and the output be disconnected.
- NOTIFY the Town Building Inspector via the Town EOC of the improperly installed generator.

ESTABLISH a strategy to be used to perform the work.

DETERMINE if the work can be completed safely with the current crew complement or if other resources are needed to complete the work.

IF the available crew cannot complete the work safely and timely, then INFORM the phone or cable TV ICP.

COMMUNICATE the estimated time to complete work at the location to the Town EOC via the phone or cable TV ICP.

PERFORM the required actions to resolve phone and cable TV wires and equipment from the blocked road area.

PROVIDE routine progress updates to the Town EOC via the phone or cable TV ICP.

Town EOC

RECORD status updates reported from field personnel in the Town EOC and the State Web EOC.

TRACK completion of support activities needed to clear blocked roads.

Communicate Electrical Hazard Mitigated

*Electric Utility /
Phone / Cable TV
ICP*

WHEN the electrical hazard from the electric company's sources of voltage has been mitigated or phone and cable TV wires and equipment resolved, NOTIFY the Town EOC.

Clear Blocked Roads

Town EOC

WHEN all utility support for a specific location is complete, then DIRECT the Town DPW or State DOT to clear the road for access.

MOBILIZE necessary resources.

ASSIGN resources to blocked roads working from the highest priority to the lowest priority until all blocked road locations are addressed.

Town DPW / State DOT

RECEIVE blocked road locations and priorities from the Town EOC.

At each location and prior to commencing work, PERFORM the following:

PERFORM a site-specific assessment.

CONFIRM that utility wires and equipment are resolved and will not interfere with road clearing activities.

LISTEN for running portable generators at the scene.

If there are running generators, VERIFY that each identified generator is not creating a back feed.

IF a portable generator is creating a backfeed, PERFORM the following:

- REQUEST the generator be shut down and the output be disconnected.
- NOTIFY the Town Building Inspector via the Town EOC of the improperly installed generator.

ESTABLISH a strategy to be used to perform the work.

DETERMINE if the work can be completed safely with the current crew complement or if other resources are needed to complete the work.

IF the available crew cannot complete the work safely and timely, INFORM the Town EOC.

Town EOC

As needed, REQUEST additional road clearing support from the Regional DEMHS Office or the State EOC.

Town DPW / State DOT

COMMUNICATE the estimated time to complete work at the location to the Town EOC.

PERFORM the required actions to clear or partially clear the blocked road.

PROVIDE routine progress updates to the Town EOC.

WHEN the road is cleared of partially clear, NOTIFY the Town EOC.

Town EOC

UPDATE the Town EOC Block Road List and the State Web EOC as roads are opened for access.

NOTE: It is incumbent upon each telephone company, cable company, and municipality to establish and maintain procedures to ensure the safety of its employees and residents. The electric utilities shall not responsible for any personal injury, including death, or property damage that results from handling down wires.

**Attachment 1
Definitions**

Blocked Road A road that is impassible to emergency vehicles. This could be caused by trees, damaged utility equipment, other third party attachment equipment, or any combination of previous items preventing access. Electric utilities are responsible to mitigate electrical hazard caused by their sources of voltage.

DOT Department of Transportation

DPW Department of Public Works

EOC Emergency Operations Center

ICP Incident Command Post

Safe Roadway (two phases):

Emergency Vehicle Access – passable roadway that allows the safe movement of emergency vehicles (9 foot wide by 14 foot high)

Fully Restored Access – passable roadway that has been brought back to a final state that allows for the safe transport of ALL vehicles under ALL circumstances (sometimes referred to as curb to curb or white line to white line)

DRAFT

Attachment 2
Blocked Road Priority Criteria
 (Sheet 1 of 1)

The initial blocked road clearing is performed based on the following priorities and field assessments as defined by the State of CT Interagency Debris Management Task Force:

Priority	No.	Definition
High	1	Support to Search and Rescue and other lifesaving resources
	2	Critical life sustaining facilities (i.e., hospitals, nursing homes, other).
	3	Additional life sustaining facilities (i.e., emergency feeding and sheltering sites, local distribution points, other).
	4	Critical community support facilities (i.e. police, fire, EMS, and emergency management sites, other).
	5	Longer term sustaining facilities (i.e., water treatment and sewage facilities, electrical facilities critical for power restoration, other).
	6	Remaining critical facilities (i.e., critical communication nodes).
Medium	7	Major traffic routes including interstate highways and ramps
	8	Major waterways essential to commerce and major flood drainage ways
Low	9	Other roads

Other considerations for prioritizing blocked roads include restoring service to large blocks of customers, business centers, large employers and schools.

See next page for Utility Damage Assessment Form. Double click on the form to access instructions on page 2.

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

Utility Damage Assessment Form

Town: _____	Send via FAX to: _____
Submitted by: _____	Location: _____
Callback Phone: _____	FAX Number: _____
Date / Time: _____	

#	Address Street / Route	Nearest Cross Street and Next Cross Street	Wires Down Y / N	Broken Pole(s) Y / N	Broken X-Arms Y / N	Fallen Tree(s) Qty.	Additional Observations	Road Blocked Y / N	Priority Ranking (Below)	Blocked Road Description

WARNING: ALL CONDUCTORS SHALL BE TREATED AS ENERGIZED BY DAMAGE ASSESSORS!!
 Only those individuals trained to deal with electrical hazards should gather information used to populate this form. All wires, conductors, attachments, and utility equipment are potentially dangerous, as they may be or may become energized at any time. See Disclaimer on back page.

NOTE: All wires down and public safety issues shall be called in using the applicable emergency process. This Form does not replace the emergency process, but supplements it.

NOTE: This form is not to be used to report blocked roads that do not include any utility devices, conductors, or poles.

M3-FRM-2021A-2 (Page ___ of ___) Rev 0

Connecticut Emergency Support Function #12—All Hazards Energy and Utilities Annex

INSTRUCTIONS:

Town Liaison

1. If a Town has performed a damage assessment, WORK with the Town personnel to complete this form.
2. ENSURE that the Town has used the Priority Categorization Table below to assign each location a priority.
3. If there are multiple pages to the Town’s damage assessment, NUMBER all pages.
4. SEND (a scanned copy by email or Fax) the form to the Town Liaison Unit Leader and the respective Regional DEMHS Liaison.
5. If the completed Form cannot be sent electronically, DELIVER a paper copy to the Town Liaison Unit Leader at the next scheduled CL&P briefing and send a scanned copy to the DEMHS Liaison.

Town Liaison Unit Leader

6. TRANSFER the Form to the Planning Section Unit Leader.

Planning Section Unit Leader

7. EVALUATE the information contained on this form and ENSURE it is entered into the applicable system and road clearing plans.

Damage Priority Categorization Table		
Priority	No.	Definition
High	1	Support to Search and Rescue and other lifesaving resources
	2	Critical life sustaining facilities (i.e., hospitals, nursing homes, other).
	3	Additional life sustaining facilities (i.e., emergency feeding and sheltering sites, local distribution points, other).
	4	Critical community support facilities (i.e. police, fire, EMS, and emergency management sites, other).
	5	Longer term sustaining facilities (i.e., water treatment and sewage facilities, electrical facilities critical for power restoration, other).
	6	Remaining critical facilities (i.e., critical communication nodes).
Medium	7	Major traffic routes including interstate highways and ramps
	8	Major waterways essential to commerce and major flood drainage ways
Low	9	Other roads

Persons engaging in damage assessment in and around utility conducts assume the risk of engaging in that activity, and should take every precaution and effort to maintain at least 10 feet of clearance from all utility conductors, and Utility makes no assurances, promises or warranties with regard to the safety of those engaging in damage assessment activities.

APPENDIX W

**DIVISION OF EMERGENCY MANAGEMENT & HOMELAND SECURITY, *LOCAL
EMERGENCY SUPPORT FUNCTION #12*TEMPLATE**

Local Emergency Support Function #12 – Energy

City/Town of _____

Primary Department

- Public Works Department

Secondary/Support Agencies

List of municipal contacts/departments should include:

- Emergency Management
- Technology
- General Services/Administrative Services
- Local Public Health
- Emergency Services
- The Public Service Companies that serve your municipality, including electricity, gas, water, cable, telephone, etc.... Identify your service providers.

I. Introduction

A. Purpose:

The purpose of LESF #12 is to maintain liaison with utilities providing services within the municipality and to coordinate the continued operations of utilities necessary to provide essential services to municipal residents, businesses, and government. The LESF #12 works together to restore the public utility systems critical to saving lives; protecting health, safety and property, and to enable necessary emergency service functions to respond.

B. Scope:

The scope of the LESF #12 includes the various utilities that provide services to the municipality. The LESF #12 will collect, evaluate, and share information on energy system damage. It will also estimate the impact of energy system outages within the affected area. Additionally, working with the State and Regional ESF #12 groups, LESF #12 will provide information concerning the energy restoration process such as projected schedules, percent completion of restoration, and other information as appropriate.

Potential operations include:

- Coordinating restoration plans
- Implementing rationing measures
- Allocating fuel resources
- Coordinating delivery schedules with wholesale providers

- Locating supplemental resources and arranging for distribution or delivery
- Participating in damage assessment operations.

C. Planning Assumptions

- The municipality's support of the response to an emergency or disaster event may be severely affected. The municipality will make every reasonable effort to respond based on the situation, information, and resources available at the time of the disaster.
- Specific resources may be exhausted due to the impacts of disasters. Extraordinary measures may have to be taken in order to re-supply municipal departments.
- The normal forms of communication and utilities may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off or delayed because of damage to roads, bridges, airports, and other transportation means.
- Following an emergency or disaster, there may be a need to provide utilities, resources, goods, and services to the affected areas.
- Fundamental resources such as water, food, electricity, first aid, shelter, and sanitation supplies, fuels, and hand tools may be needed.
- Disaster response and recovery may be limited by the inability of residents to be self-sufficient for more than three days without additional supplies of food, water, medical, and shelter resources.
- There may be delays in all normal services such as police, fire, emergency medical services, public works, transportation, and water/sewer and utilities response due to damage to facilities and equipment and shortages of personnel.
- The more information that the municipality can give to the service provider, the smoother the outage restoration will run.
- There may be shortages of critical drugs and medicines at medical facilities due to limited storage capacities.
- The management and logistics of resource support is highly situational and is dependent upon the event, resource accessibility, transportation systems available, and location of vendors and suppliers.

D. Policies:

1. Work to maintain and restore fuel, power, and other essential resources to the municipality;
2. Work with utility providers to set priorities;
3. Pre-identify providers to specific municipal critical infrastructure;
4. Maintain up-to-date Point of Contact information for your service providers;
5. Make restoration of normal operations at critical facilities priority;
6. Maintain a list of critical facilities and continuously monitor those to identify vulnerabilities;
7. Participate in education and training.

II. Concept of Operations

A. General:

The supply of electric power to customers may be cut off due to either generation capacity shortages and/or transmission/distribution limitations. Generation capacity shortfalls are more likely to result from extreme hot weather conditions or disruptions to generation facilities. Other energy shortages, such as interruptions in the supply of natural gas or other petroleum products for transportation and industrial uses, may result from extreme weather, strikes, international embargoes, disruption of pipeline systems, or terrorism.

The suddenness and devastation of a catastrophic disaster or other significant event can sever key energy lifelines, constraining supply in impacted areas, or in areas with supply links to impacted areas, and can also affect transportation, communications, and other lifelines needed for public health and safety. There may be widespread and prolonged electric power failures. Without electric power, communications will be interrupted, traffic signals will not operate, and surface movement may become gridlocked. Such outages may affect public health and safety services, and the movement of petroleum products for transportation and emergency power generation. Thus, a major, prolonged energy systems failure could be very costly and disruptive.

B. Organization:

1. In the wake of a major disaster, the municipality may receive assistance from other municipalities or the state to help in the emergency efforts to provide fuel, power, and other essential resources as needed. The priorities for allocation of these assets will be to:

- a. Provide for the health and safety of individuals and families affected by the event;
- b. Provide sufficient fuel supplies to local agencies, emergency response organizations, and service stations in critical areas;
- c. Help energy suppliers obtain information, equipment, specialized labor, fuel, and transportation to repair or restore energy systems;
- d. Recommend / comply with local and state actions to conserve fuel, if needed;
- e. Coordinate with local, State, and Federal agencies in providing energy emergency information, education, and conservation guidance to the public;
- f. Coordinate information with local, State, and Federal officials and energy suppliers about available energy supply recovery assistance; and

g. The local Emergency Management Director will send requests to the DEMHS Regional Office as needed for fuel and power assistance;

2. The private sector will be relied upon to manage independently until it can no longer do so, or until the health, safety, and welfare of residents are at risk. The industries will be expected to establish their own emergency plans and procedures and to implement them in coordination with the local Emergency Operations Plan;

3. Following a catastrophic disaster, the State EOC, through the State ESF #12 group or Task Force, will coordinate the provision of emergency power and fuel to affected jurisdictions to support immediate response operations. They will work as needed with Federal energy officials (ESF #12), other state support agencies, and energy suppliers and distributors. The municipality has identified and will work with the providers for each of their energy resources.

C. Actions

1. Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of critical facilities such as public utilities and schools;
2. Monitor the status of all essential resources to anticipate shortages;
3. Maintain liaison with fuel distributors and local utility representatives;
4. Implement local conservation measures as necessary;
5. Keep the public informed;
6. Implement procedures for determining need and for the distribution of aid;
7. Allocate available resources to assure maintenance of essential services;
8. Declare a local emergency if the situation warrants; and
9. Document expenses.

D. Responsibilities

- 1. Primary Department (Public Works)**—[These are suggested responsibilities, which may vary depending on the municipality.]
 - a. Identify all major utilities that operate in the municipality, or that may affect the continuity of operations for public businesses and private residents in the municipality;
 - b. Designate a primary point of contact to all Utility Companies affecting the municipality;
 - c. Maintain an updated list of emergency contacts for all Utility Operators;
 - d. Identify a liaison from each Utility Operator that will be available to report to the local EOC, as needed;
 - e. Coordinate with the local Emergency Management Director (EMD) on a list of Critical Facilities that shall have priority for utility restoration;
 - f. Work with local EMD to request, receive, and summarize damage situation reports from affected Utilities to include:

1. Operational status
 2. Number of customers affected
 3. Geographic areas affected
 4. Estimated time to restoration
- g. Work with local EMD to coordinate recovery plans and actions with all Utility Providers;
- h. Review plans and procedures. Work closely with local EMD to review plans and procedures in the event of a prolonged outage;
- i. Assist in providing emergency assistance to individuals as required;
- j. Identify resources needed to restore energy systems.

2. Support Departments—[These are suggested responsibilities, which may vary depending on the municipality.]

a. General Services/Administrative Services

1. In the event of a fuel shortage, establish procedures for local fuel suppliers/distributors to serve customers referred to them by local government;
2. Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of critical facilities including support to public utilities and schools;
3. Identify resources needed to restore energy systems; and
4. Ensure continuity of fuel availability for emergency municipal operations (vehicles, generators, etc);

b. Technology

1. Identify resources needed to restore telecommunication systems;
2. Ensure continuity of communications capabilities; and
3. Coordinate activities with local providers.

c. Emergency Management

1. Coordinate with Public Works on general guidance and recommendations regarding the utility response to emergency situations;
2. Maintain this annex in cooperation with other municipal officials, public and privately owned utilities and energy providers;
3. Identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters; and
4. Request all other assistance relating to shortages/outages from the State through the DEMHS Regional Office.

5. Coordinate with municipal CEO, Public Health Director, Utility and Energy providers to provide timely, accurate, and consistent information to the public regarding utility outages and energy shortages, including communicating:
 - o Protective measures, such as boil water orders; and
 - o Information regarding where to obtain water, ice, and other essentials.
6. Coordinate press releases with CEO to keep the public informed and aware of the extent of the shortage, the need to conserve the resource in short supply, and the location and availability of emergency assistance.

d. Municipal Attorney

1. Advise officials on emergency powers and procedures for invoking those measures; and
2. Prepare and/or recommend legislation/ordinance or other legal documentation necessary to implement the emergency powers that may be required during the emergency.

3. Utility Companies

- a. Provide an emergency point of contact and provide emergency information to the Emergency Management Director and to the Public Works designee;
- b. Maintain the Utility Restoration Priorities for Critical Facilities in coordination with the local Emergency Management Director and the Public Works designee;
- c. In coordination with the Emergency Management Director and the municipal Unified Command, update utility restoration priorities for critical facilities in the aftermath of an emergency situation as required;
- d. Maintain and share information on existing emergency generators and potential generator requirements, as necessary;
- e. Where it appears that outages or shortages will be long term and have a major impact on the municipality, coordinate with the Emergency Management Director and Public Works designee on actions that should be taken to obtain support for missing services or identify locations so the municipality can act to relocate people who cannot be provided substitute services;
- f. Coordinating with the Emergency Management Director and local EOC, respond to requests for assistance in facilitating utility repair and reconstruction activities;
- g. Assist Emergency Management in developing and maintaining this annex;
- h. Ensure utility emergency plans exist, comply with state regulations, and are distributed as required on a timely basis;
- i. During emergency situations, respond in a timely manner to restore utility service, in accordance with the ESF 12 All Hazards Energy and Utility Annex of the State Response Framework, as well as applicable state statutes and regulations;
- j. Coordinate and provide regular information flow regarding utility status, number of customers affected, and areas affected, as well as accurate restoration estimates, to the local and state EOCs;
- k. Train and equip utility personnel to conduct emergency operations;

- l. Have utility personnel participate in periodic local emergency exercises to determine the adequacy of plans, training, equipment, and coordination procedures;
- m. Maintain adequate stocks of needed emergency supplies and identify sources of timely re-supply of such supplies during an emergency;
- n. Develop mutual aid agreements to obtain external response and recovery assistance and identify contractors that will assist in restoration of utilities for major disasters;
- o. Ensure utility maps, blueprints, engineering records, GIS coordinates, and other materials needed to conduct emergency operations are available during emergencies;
- p. If warning of an emergency situation is available, take appropriate measures to protect and preserve utility equipment, personnel, and infrastructure, including increasing security when there is a threat of terrorism directed against utility facilities.

APPENDIX X

STATE OF CONNECTICUT, *1994 ENERGY EMERGENCY PLAN*

CONNECTICUT ENERGY EMERGENCY PREPAREDNESS PLAN UPDATE

OF 1994

State of Connecticut
Office of Policy and Management
Policy Development and Planning Division
October, 1994

TABLE OF CONTENTS

Executive Summary 1

1. INTRODUCTION 2

2. PURPOSE OF THE PLAN 3

3. STATUTORY BASIS FOR ENERGY ADMINISTRATION
AND MANAGEMENT IN ENERGY EMERGENCIES 8

4. ENERGY SHORTAGE MANAGEMENT: ORGANIZATION
AND RESPONSIBILITIES 8

 4.1 Organization 8

 4.2 Responsibilities 8

 4.2.1 Office of the Governor 8

 4.2.2 Office of Policy and Management 8

5. ENABLING LEGISLATION 11

6. ENERGY USE 12

7. GUIDING PRINCIPLES OF THE PLAN 13

8. CHARATERISTICS OF ENERGY EMERGENCY 15

9. CONCEPT OF THE ENERGY EMERGENCY CONTINGENCY PLAN 16

 9.1 Coverage 16

 9.2 Procedures for Declaration of an Emergency 16

 9.3 Emergency Response Phases 17

 9.3.1. Phase I: Readiness 17

 9.3.2. Phase II: Verification 17

 9.3.3. Phase III: Pre-Emergency 21

 9.3.4. Phase IV: Emergency 22

 9.3.5. Phase V: Post-Emergency 22

 9.4 Management Activities by
 Energy Emergency Phase 23

10. COMMUNICATION AND PUBLIC INFORMATION 30

11.	EMERGENCY REDUCTION IN ENERGY DEMAND	38
11.1.	Introduction	38
11.2.	Petroleum Demand Reduction	38
11.2.1.	Motor Gasoline	39
11.2.1.1.	Voluntary Measures	39
11.2.1.2.	Mandatory Measures	42
11.2.2.	Diesel Fuel Demand Reduction	45
11.2.3.	Propane/Butane Demand Reduction	45
11.3.	Natural Gas Demand Reduction	46
11.4.	Electricity Demand Reduction	48
12.	PETROLEUM FUELS SET-ASIDE PROGRAM	50
12.1	Introduction	50
12.2	Definitions	50
12.3	Declaration of Shortages	53
12.4	State Set-Aside Volume	53
12.5	Assignment of Set-Aside	53
12.6	Base Period	54
12.7	Supplier Liaison to the State	54
12.8	Price	54
12.9	Application Process	55
12.10	Evaluation of Applications	56
12.11	Decision of Authorization of Set-Aside	57
12.12	Appeals	58

EXECUTIVE SUMMARY

INTRODUCTION

The Connecticut Energy Emergency Preparedness Plan has been written to update the Connecticut Energy Emergency Plan of 1975 and its 1980 amendments. Changes in the energy industry necessitate periodical updates of the Plan.

PURPOSE

The purpose of the Plan is to provide the Governor of the state of Connecticut with a number of graduated alternative measures and methods to respond to the problems which the state faces when confronted with an energy crisis. Specific measures have been designed to alleviate a disruption in energy supplies, either perceived or real.

ENABLING LEGISLATION

In January of 1975, the former Connecticut Energy Agency prepared and submitted to the Legislature the first Energy Emergency Plan for the state in accordance with Connecticut Public Act 74-285. The intent of the plan at that time was to provide a framework for a speedy response to energy emergencies which might develop. A major section of the plan addresses the administration of the Emergency Plan on a standby basis as well as the management of the state's response if contingency measures are activated.

Until passage of Public Act 79-572 in 1980, the original Energy Emergency Plan stood as first written. The Public Act authorized and directed the Secretary of OPM to prepare amendments to the Energy Emergency Plan deemed necessary. Six amendments were added to the Plan. These amendments included updating the Plan to reflect a more current energy situation, and the designation of different levels of energy emergency as well as making it more equitable for the citizens of Connecticut. The levels of emergency were not included in the original Plan. The amendment addressed the fact that a single designation of energy, regardless of the severity of a shortage, makes it difficult for Connecticut citizens and business to develop the proper attitude and mobilize their responses. Two levels of an emergency, a Level I, designating a less critical supply shortage and a Level II emergency designating a severe disruption in energy supplies.

A new contingency measure for a motor gasoline supply disruption was added to the Plan - the Odd-Even program - which was utilized by several states during the gasoline crisis of 1979. A revision of the petitions for exemptions section in the original Plan provided more detail on which constitutes a hardship and redefines the basis for granting exemptions. The amendments also redefined the term gasoline to incorporate the various motor fuels. The 1980 amendment identified the Office of Policy and Management as the administrator

of the Plan. The former Energy Agency had become a division of OPM by then. Section 16a-9 of the Connecticut General Statutes provides for the Plan and describes some actions or measures that can be taken and requires inclusion of the levels of energy emergency established by the Secretary of OPM.

CONNECTICUT'S DEMAND FOR ENERGY

Since Connecticut's dependence on continuing unstable foreign supplies of petroleum products, its lack of production capabilities, and as a New England state located away from any major petroleum pipelines, it is important to maintain a state of readiness to respond to a disruption in energy supplies or associated price escalations.

MANAGEMENT OF CRISIS

The overall management of energy emergencies is directed by the Office of the Governor. The secretary of the Office of Policy and Management (OPM) is responsible for the conduct and administration of energy emergency planning and preparedness activities generally, and, under the direction of the Governor, is charged with the adoption and implementation of emergency measures by state departments during an energy emergency.

RESPONSE MEASURES

The Connecticut Energy Emergency Plan describes voluntary and mandatory measures available during various phases of a crisis. The five phases of an energy emergency can best be described as the readiness, phase, verification phase Pre-emergency phase, the Emergency phase and the post-emergency phase.

There are no magic formulas for addressing an energy emergency since differences in the nature or impact as well as the duration of a crisis make each one unique with its own set of problems and responses. It is important, therefore, to maintain flexibility in the Plan, as well as creating flexibility in the actions, programs, or measures to be undertaken as a response to a crisis.

1. INTRODUCTION

The Connecticut Energy Emergency Plan was first submitted in 1975 following the Arab Oil Embargo of 1973, the first major energy crisis the nation faced. It was written to provide a framework from which the State could respond quickly and in an equitable manner to a potential energy emergency. The second major crisis occurred in 1979 during the Iranian war. Amendments were made to the Plan in 1980 to update certain sections to make it applicable to the current energy situation as well as more equitable for Connecticut citizens. It also designated two levels of an energy emergency. The first level aims at bringing supply and demand into balance. The second level involves the actual management of a severe supply shortfall.

From 1973 until 1981, federal controls were in place on price and allocation of available petroleum products and crude oil. Pricing formulas for all crude oil and its slate of petroleum products were set by federal law. Prime suppliers were required to allocate available supplies to their customers according to regulations set by the federal government. An equitable system of allocating supply was supplemented by the federally regulated State set-aside program which allowed the State to reallocate a small percentage of the prime suppliers available product for essential services, hardship situations, or other emergencies.

In 1981, federal controls were removed and a free market policy was embraced by the federal government. The belief that price will bring or keep supply and demand in balance has been the federal energy policy since then. Several energy emergencies have occurred since that time, and Connecticut citizens have seen the price of petroleum products escalate as much as 25 cents per gallon over a short period of time. The Persian Gulf war, during the fall and winter of 1990 and 1991, cost New Englanders billions of dollars more for their energy use. Federal dollars were made available to assist the poor with their costly energy bills and some decreasing monies are still available today. Changes in federal policy and changes in the international energy markets as well as state and U.S. consumption patterns have created the need to update Connecticut's Energy Emergency Plan of 1975 and its 1980 amendments.

Updated Connecticut's Energy Emergency Plan was also included in the Department of Energy's grant to states for the State Energy Conservation Plan (SECP). The current update of Connecticut's Energy Emergency Plan focuses on the three phases of an energy emergency and provides guidelines that form the framework from which measures and actions can be drawn upon as appropriate when faced with a crisis in supply disruptions of electricity, natural gas, propane, fuel oil or gasoline.

2. PURPOSE OF THE PLAN

The Connecticut Energy Emergency Plan is being updated to provide the Governor and the Secretary of OPM with a view of current trends in the energy industries since many changes in supply distribution and marketing practices have taken place during the past few years. The Plan also describes pre-emergency preparedness activities, provides scenarios of past energy supply disruptions and also provides several measures or options the Governor and the Secretary of OPM can take or implement in responding to a crisis.

3. STATUTORY BASIC FOR ENERGY ADMINISTRATION AND MANAGEMENT IN ENERGY EMERGENCIES

The Plan corresponds to the federal government's energy emergency policy. The federal government's energy emergency policy is essentially to ensure that the United States has an adequate supply of energy at a reasonable cost. In support of this policy, the energy emergency preparedness program of the U.S. Department of Energy (USDOE) is directed

toward reducing our vulnerability to energy supply disruptions and enhancing our ability to respond should a disruption occur. DOE's responsibilities involve operations in both the domestic and international spheres. Only the domestic operations affect the states directly.

Reliance on the Market System

Current policy of the federal government is to rely on the market to resolve disruptions of crude oil supply. A lesson learned from the 1970s is that the price controls then in effect only exacerbated the shortages. The market would be supplemented, if necessary, by measures that assist and complement the market to enable it to function more effectively. The two principal measures discussed here are the Strategic Petroleum Reserve and liaison with state governments.

The Strategic Petroleum Reserve

The Strategic Petroleum Reserve (SPR) is the most important tool for use by the federal government in the event of a severe disruption of petroleum supplies. The SPR was authorized by Congress in the Energy Policy and Conservation Act of 1975. This legislation provided for the establishment of a reserve of up to one billion barrels of crude oil and/or petroleum products for the purpose of reducing the impact of disruptions in petroleum supplies, and to carry out the obligations of the United States under the International Energy Program.

The current goal for the reserve is 750 million barrels, although it is authorized to hold one billion barrels. As of April, 1993, the SPR contained 573 million barrels, which at present rates of consumption would last about 81 days. It was intended that the SPR should contain as much oil as the nation imports in 90 days.

The President decides when to use the SPR and volumes to put up for sale. Most of the oil would be distributed by sale through competitive bidding to the highest bidders. Buyers are responsible for transporting purchases or crude oil from the storage site. A summary of the schedule and procedures for release of oil from the SPR by the Department of Energy is shown in Figure 3-1.

Federal-State Cooperation

The State and Local Liaison Program within DOE's Office of Energy Emergencies is a major means of heightening federal-state cooperation. DOE also provides an electronic mail system and data service that are used by the states on a regular basis as well during energy emergencies.

State and Local Liaison Program

Since 1987, the Office of Energy Emergencies has revitalized and strengthened its state and local liaison program. In 1988, a series of annual regional emergency preparedness seminars to enhance communication and cooperation with state and industry emergency planners was initiated. In 1989, the National Association of State Energy Officials and the Office of Energy Emergencies cooperated in developing material for a handbook of guidelines for energy contingency planning.

Figure 3.1

U.S. Department of Energy Schedule for
Release of Strategic Petroleum Oil

<u>Day</u>	<u>Action</u>
0	President declares emergency
3	DOE issues Notice of Sale
10	Offers due from bidders
13	Notification of apparent successful bidders
18	Notification of awards
13-23	Vessel schedule data required
23-38	Detailed vessel schedules set
33-43	First delivery period

Source: National Petroleum Council, Petroleum Storage and Transportation, vol. 4, Petroleum Inventories and Storage (Washington, D.C., 1989), d-23.

Dialcom

A computerized communications system, DIALCOM, was established by the Department of Energy in 1981. The DIALCOM system links DOE, states, and other users. DIALCOM can be used by DOE to provide current energy supply forecasts and policy decisions to the states as well and to survey nationwide energy supply conditions. The states use DIALCOM to communicate with one another and DOE.

Energy Information Administration

The Energy Information Administration of DOE provides data on energy sources, reserves, production, distribution, and consumption. These data are useful in establishing baseline information to serve as a point of reference during an energy emergency. In addition to printed material, data can be received electronically that would be appropriate in event of an energy emergency.

Public Information Program

Providing timely, consistent information to the public is an important management component of any energy emergency. DOE's public information program plan is designed to establish a two-way flow of information among affected parties. The plan identifies target audiences such as Congress, state and local governments, industry and business leaders, news media and consumers. It also identifies a series of actions the federal government could advocate to the public to reduce energy demand.

4. ENERGY SHORTAGE MANAGEMENT: ORGANIZATION AND RESPONSIBILITIES

4.1 Organization

The management structure contains state legal and management entities structured in the following levels:

1. The Governor's Office;
2. Office of Policy and Management (OPM)

In the event of an energy emergency, OPM will be assisted by the appropriate State of Connecticut Department and agencies to help guide response activities. The Plan may be activated by OPM if conditions warrant during any phase of the emergency. The OPM will take any necessary actions, under a natural gas or electricity shortfall (or emergency situation), to direct the regulated utilities towards implementing their approved curtailment plans.

4.2 Responsibilities

The main responsibilities for the various entities during an energy emergency declaration are as follows:

4.2.1. Office of the Governor

Ultimate authority in any state emergency is vested in the Governor of State of Connecticut. The Governor, acting in accordance with the appropriate laws of the State of Connecticut declares all emergencies. The Office of the Governor may issue voluntary energy conservation appeals in minor petroleum energy shortfalls, and mandatory energy conservation directive regulations under emergency declarations. The Governor's Office also rescinds mandatory energy programs by declaring an end to the emergency declaration in coordination with other responsible State agencies. The Office of the Governor directs the emergency activities of OPM and maintains close and continuous communications with all State of Connecticut and U.S. Government agencies during energy emergencies. The Office of the Governor may direct OPM to oversee voluntary and mandatory measures.

4.2.2. Office of Policy and Management (OPM)

The OPM is the lead agency to coordinate the state's energy emergency response. A significant portion of OPM's ability to respond effectively depends upon the foundation established prior to an emergency. In recognition of this, OPM will maintain a level of preparedness such that the state is ready to anticipate the emergency to the extent possible, and implement emergency measures without delay.

The OPM staff is responsible for carrying out the following steps to achieve and maintain operational readiness of the Emergency Plan:

- ◆ Maintain database for fuel suppliers;
- ◆ Monitor international and domestic events for probable impact on Connecticut's energy prices and supplies;
- ◆ Regularly review and update the Plan to ensure that the response strategies reflect the changing trends and conditions in the world energy industry;
- ◆ Conduct regular training of the OPM staff, as well as representatives from other state government agencies, local governments, and energy suppliers, to identify the roles and responsibilities of each in responding to an energy shortage;
- ◆ Conduct periodic tests of the Plan, under simulated emergency conditions, to reinforce the training process of OPM staff as well as offer other state government agencies, local governments, and energy suppliers an opportunity to test their own plans;
- ◆ Maintain communications with other agencies and industries involved in crisis mitigation and periodically hold agency-wide meetings;
- ◆ Continue to improve federal and regional coordination and information exchange;
- ◆ Prepare detailed guidelines and appropriate forms necessary for implementation of the Plan response programs including the Fuels Set-Aside Program;
- ◆ Establish protocol with the Governor's Press Secretary regarding when and where OPM personnel should participate in the public affairs program.

In times of emergency, OPM will, among other things:

- ◆ Inform all relevant agencies of the emergency;
- ◆ Monitor the status of relevant indicators;
- ◆ Track energy supply and use data;
- ◆ Provide analyses of the collected information;

- ◆ Prepare required reports;
- ◆ Conduct post-crisis analysis and make appropriate recommendations;
- ◆ Serve as a primary contact for the energy emergency public affairs program.

If the usual staffing patterns are inadequate to handle the necessary emergency duties, additional staff will be temporarily assigned to assist in responding to the emergency. Appropriate state agencies, local governments, and private contractors will be informed of the emergency staffing status and potential delays in routine activity. Staff to maintain basic general the Office activities will be kept in place to mitigate post-crisis problems.

5. ENABLING LEGISLATION

In January of 1975, the former Connecticut Energy Agency prepared and submitted to the Legislature the first Energy Emergency Plan for the state in accordance with Connecticut Public Act 74-285. The intent of the plan at that time was to provide a framework for a speedy response to energy emergencies which might develop. A major section of the plan addresses the administration of the Emergency Plan on a standby basis as well as the management of the state's response if contingency measures are activated.

Section 16a-9 of the Connecticut General Statutes provides for the Plan and describes some actions or measures that can be taken and requires inclusion of the levels of energy emergency established by the Secretary of OPM.

Section 16a-11 of the Connecticut General Statutes provides the Governor with the authority to declare an energy emergency and to order the implementation of the Plan authorized in Section 16a-9. Section 16a-12 provides the Governor with power to declare an energy emergency which is not covered by the Plan. Sections 16a-1 through 16a-14d define the Secretary of OPM's responsibilities and provides the Secretary with broad powers to take necessary actions during an energy crisis. The Secretary of OPM is authorized to establish and administer programs or actions with appropriate state agencies, including the Department of Public Utilities, Department of Transportation, Department of Environmental Protection, Department of Consumer Protection, Department of Motor Vehicle, Department of Public Safety, the Attorney General's office and other state or federal agencies.

Section 16a-11 of the Connecticut General Statutes provides the Governor with the authority to declare an energy emergency and to order the implementation of the Plan authorized in Section 16a-9. Section 16a-12 provides the Governor with power to declare an energy emergency which is not covered by the Plan. Sections 16a-1 through 16a-14d define the Secretary of OPM's responsibilities and provides the Secretary with broad powers to take necessary actions during an energy crisis. The Secretary of OPM is authorized to establish and administer programs or actions necessary during an Energy Crisis and to coordinate programs and actions with appropriate state agencies, including the Department of Public Utilities, Department of Transportation, Department of Environmental Protection, Department of Consumer Protection, Department of Motor Vehicle, Department of Public Safety, the Attorney General's office and other state or federal agencies.

6. ENERGY USE

A review of the available data on Connecticut's energy consumption characteristics reveals that in 1990, Connecticut citizens consumed approximately 751 trillion BTU's from energy sources. Petroleum and electricity products were the two principal energy resources utilized. Consumption of petroleum-based products accounted for approximately 55% of the State's total overall energy consumption in 1990 compared to 70% in 1980 and 78% in 1970.

Out of the total 1990 energy consumption in Connecticut, of 757 trillion BTUs, electrical utilities generated almost one-half of this total or 338 trillion BTUs. Nuclear power utilities contributed almost 65% of the 338 trillion BTUs generated, a significant increase over 1980 estimate when only 50% of electricity was generated by nuclear power. The proportion of electrical power generated by thermal power plants decreased from 49% in 1980 to 34% in 1990. Coal as the source of energy for electricity generated from coal-fired facilities. In 1980, in Connecticut, coal was not used as the energy source for electricity generation.

Transportation sector was the largest net energy consumer in Connecticut with 43% of the total energy consumed. Residential sector was the second largest energy consumer with 28% of the total, followed by the commercial sector with almost 17% share. Connecticut is somewhat unique in that industrial sectors, a large energy consumer in many states, represents only approximately 12% of total net energy consumed. Information on the energy consumption by the industrial sector over time as shown in Table 1, indicates significant decline of this sector.

In 1960 industrial sector consumed over 30% of total energy consumed in Connecticut (in 1966 industry consumed an all time high of almost 34%), in 1980, this share had declined to 20% only to decline further to the 1990 level of less than 12%. Clearly, the industrial sector has been diminishing in importance in Connecticut. This, in turn, suggests that energy emergencies in Connecticut will have smaller impact on the State's industrial sector (and on the State's economy) as compared to other sectors.

7. GUIDING PRINCIPLES OF THE PLAN

If demand for an energy source exceeds supply and/or if disruption in supply distribution occurs, the State of Connecticut government's basic authority as protector of the citizen's health, safety and welfare shall be exercised. Development of the Plan was guided by the principle that the market is the best method of allocation for an energy resource during a non-crisis or crisis situation. The most effective measure for dealing with any energy shortfall are those which complement rather than hinder the working market. Contingency planning in both the public and private sectors is necessary in order to weather any shortage without serious disruptions to local and the State of Connecticut economy and lifestyle. In cooperation with other public institutions and the private sector, the Connecticut's primary goals in managing an energy shortage crisis shall be:

- To be prepared to quickly and effectively respond to specific energy shortage conditions and restore equilibrium of supply as expeditiously as possible.
- To prepare specific responses designed to restrain demand and manage energy supplies that rely primarily on the voluntary participation of all segments of the population.
- To gather and analyze energy information for decision makers and timely dissemination of accurate information to the public.
- To provide mechanisms to augment reduced mobility during a crisis, especially in the areas of commuter transportation.
- To recognize the need for equitable distribution of the burden of energy supply shortfalls so as not to place hardships on certain groups, regions and business operations. If the magnitude of a crisis necessitates prohibition of certain uses of energy, all efforts shall be made to identify those uses prior to a crisis and prepare means to lessen the burden.
- To be prepared to develop timely and accurate energy information for various segments of the economy.
- Assist in the establishment of appropriate legal authority to direct and respond to energy shortfalls at all levels.
- To recognize the need to adequately inform the public of the nature, extent and duration of an energy emergency in order to gain public response acceptance and cooperation.
- To solicit and obtain government, business and public participation in Plan development and implementation and to take responsibility in a designated

chain of command to respond in crisis situations.

- To expand public awareness of Connecticut's dependence on out-of-state petroleum supplies and strengthen consultation and coordination with petroleum suppliers and adjoining states on emergency preparedness.

8. CHARACTERISTICS OF ENERGY EMERGENCY

Experience has shown that both state and national energy supply emergencies can occur either with or without warning at any time. Fundamentally, an energy supply "crisis" is a temporary imbalance between the amount of energy available and the demand for it at the prevailing price. A crisis may result due to:

- a. An oil embargo,
- b. A drop in supplies (including reserves) due to international disturbances, natural disasters or strikes,
- c. Unexpected and severe weather fluctuations (such as long-lasting low temperatures), or
- d. A disruption of energy distribution or generation facilities.

The magnitude and duration of the energy "crisis" will always be partially dependent upon the basis cause of supply imbalance; however, the public's ability (or lack of it) to respond can seriously affect the situation. Experience nationwide during the 1973-74 Arab oil embargo and the 1979 energy shortage indicates that the "crisis" tended not to be long lasting as people adjusted to price increases and reduced consumption either because of the adjusted prices or inconvenience of obtaining energy supplies.

During these two periods, when actual shortages occurred, energy prices were controlled and the national was able to adjust to recognizing the tenuous nature of our dependence on foreign supplies. The threat of sudden shortages of gasoline and other petroleum products has been a fact of life in the United States and other importing nations, and will probably remain as long as we and other continue to rely on unstable foreign sources of crude oil. U.S. imports of petroleum continue to increase despite conservation efforts and efforts to stimulate domestic energy production. In 1991, U.S. imports of petroleum exceeded 50% of U.S. supply. Contingency planning for future "crisis" must not only take into account responses to these types of situations, but also to ones of longer duration and greater magnitude.

In order to prepare for the management of energy supply disruption and ease the transition to supply equilibrium as quickly and equitably as possible, development of Connecticut's Plan is designed to respond to energy shortages of all conceivable magnitudes.

9. CONCEPT OF THE ENERGY EMERGENCY CONTINGENCY PLAN

9.1 Coverage

The Plan covers petroleum products, natural gas, electricity and propane/butane.

9.2 Procedures for declaration of an emergency

The Governor of the State of Connecticut has the power to declare states of emergency arising from a variety of situations including:

1. invasions, hostile attacks, riots or insurrections,
2. epidemics of disease or plagues of insects,
3. floods or floodwaters, and
4. acts of God or any major disaster.

Although energy shortages in themselves are not included specifically in statutory language, shortages most often occur due to the above situations.

The most common and recommended operating procedure in obtaining an emergency declaration is as follows:

1. The OPM will closely monitor and assess the energy supply situation. Upon determination by the OPM Director of an impending or actual emergency, he/she will inform the Governor's representative of the findings.
2. The OPM Director or his representative will discuss the details of the situation with the Governor's office and request that he/she proceed forward in obtaining a Governor's Declaration of Emergency. This is done in one of two ways:
 - A. The Director of OPM directly talks with the Governor and discusses the situation and need for an emergency declaration, or
 - B. The Director of OPM convenes a meeting of the with appropriate officials, discusses the situation with them, obtains a vote for recommending the Governor sign a formal declaration of emergency, reviews the situation with the Governor and requests him/her to sign the formal emergency declaration.
3. The Governor's emergency declaration should not only specify the nature of the emergency, but should clearly define OPM's and other state agencies' roles and responsibilities. Measures being implemented should also be identified.

9.3 Emergency Response Phases

The Plan has defined five emergency response phases. The point of transition from one phase to the next phase is not absolute. To a large degree, it is qualitative; the implementation of each phase is a decision based not only on the public's perception of the seriousness of the energy emergency but the availability of supply for essential users as well.

During the early stages of a shortage, the primary role of state government is monitoring and information exchange, rather than direct intervention in industry efforts to restore service and to satisfy customer energy requirements. The OPM serves as a central source of credible and timely information on the effects of a shortage on the state as a whole. The plan's goal is to lessen the potential adverse effects of a shortage by providing the Governor, Legislature, and policy makers with accurate and timely information for decision-making. If the effects of the shortage transcend the boundaries of a single service territory or region, or if a shortage is likely to cause public controversy or attract widespread media attention, OPM then intensifies its monitoring, public information activities and potentially its oversight of conservation and distribution measures.

Events may be caused by supply disruptions, price increases, or both. Depending upon the nature of the event, different behavioral responses may be expected and different recommendations may be made. The five emergency response phases identified corresponding to varying levels of activity are as follows:

1. Readiness Phase
2. Verification
3. Pre-Emergency Phase
4. Emergency Phase
5. Post-Emergency Phase

9.3.1. Phase I - Readiness

This phase describes a state of "normalcy", in which no unusual energy-related activities are taking place. Although emergency actions are not taken during this phase, the effectiveness of the plan relies on four factors to achieve and maintain readiness. First, monitoring of State of Connecticut, regional, and world events that may affect the global energy system. Second, updating strategies to changing conditions. Third, training and preparing personnel to carry out emergency plans. Fourth, detailing guidelines for plan implementation.

9.3.2. Phase II - Verification

This phase is essentially an early warning phase. Any number of conditions or events could determine the nature, extent and anticipated length of a shortage. If, for example, the Strait of Hormuz were blocked tomorrow, it would be a clear indication that a shortage was

imminent. It could take several weeks for the shortage to occur, however, because loaded tankers might continue to arrive here. Also, the shortage could be deferred as stockpiles of crude oil and refined products were consumed. On the other hand, should terrorist activities render refineries and/or pipelines inoperable, the potential shortage could occur within a few days:

Figure 9.1 lists some possible events or conditions that, singularly or in combination, could cause supply disruptions.

Figure 9.1

Categories of Energy Emergencies

1. Physical Destruction of Energy Supply and/or Distribution Systems

A. Natural Events

Examples: Earthquakes
Floods
Storms
Drought
Fire

B. Human Destruction

Examples: Sabotage
Terrorism
Human Error
War

2. Sharp, sudden price Escalation

Can result from a curtailment of energy supplies from abroad.

3. National Security Emergency

A mobilization of defense resources would require an increase in energy use and possible prioritization problems.

The purpose of the Verification Phase is to determine as quickly as possible the nature, extent and duration of a potential or impending energy shortage. The state's lead agency (the Office) assesses the magnitude and duration of the potential shortage of petroleum, natural gas or electricity. It also assesses the shortage relative to its impact on supplies and prices, and recommends further action.

Upon entering this phase, OPM staff begins a more formal and frequent communication network with the U.S. Department of Energy staff, other Petroleum Administration Defense District states, private industry, utilities, and appropriate state and local governments as needed.

During the Verification Phase, the OPM initiates the necessary activities for energy supply and demand monitoring. It also prepares for implementation of pre-emergency response and public information programs that are necessary to manage an actual, verified energy emergency. OPM also prepares to increase the frequency of emergency information-gathering, monitoring and analysis activities. A number of statistical indicators should be used for petroleum, natural gas and electricity to determine the extent of the potential or existing energy emergency.

Petroleum Information

Gathering and analyzing information on petroleum demand requires a basic understanding of petroleum industry activity in State of Connecticut. During a potential energy shortage, OPM will supplement existing data on petroleum stocks and supplies with up-to-date information provided by established contacts in the petroleum industry. Using the petroleum supply-demand indicators listed in Figure 9.2, and in coordination with adjacent states, DOE, the Petroleum Task Force and other support entities, OPM will develop an initial assessment of the petroleum supply situation.

Figure 9.2
Petroleum Indicators

Primary Indicators:

- ◆ World, regional, and State of Connecticut crude oil prices
- ◆ Retail process for gasoline, diesel fuel, residual fuel and propane/butane
- ◆ Crude oil and product supply balances, at distribution centers, terminal, and pipelines:
 - ◆ Crude oil inventories;
 - ◆ Crude oil, days of supply;
 - ◆ Gasoline inventories;
 - ◆ Gasoline, days of supply;
 - ◆ Distillate inventories;
 - ◆ Distillate, days of supply;
 - ◆ Propane/butane inventories; and
 - ◆ Propane/butane, days of supply

Secondary Indicators:

- ◆ World refined petroleum product prices
- ◆ PADD II crude oil production
- ◆ PADD III crude oil and product supply balance
- ◆ United States crude oil and product supply balance
- ◆ World crude oil production
- ◆ Petroleum industry labor statistics

Natural Gas Information

In the event of an impending or existing shortage of natural gas, more extensive monitoring of the state's natural gas supply will be initiated by OPM. The OPM will compile natural gas consumption and demand statistics. Figure 9.3 presents various statistical data available to determine natural gas supply and demand. Also, OPM will review the existing utility-approved curtailment plans for natural gas in the event an actual energy emergency occurs.

Figure 9.3

Natural Gas Indicators

Primary Indicators:

- ◆ Major interstate deliveries
- ◆ Intrastate deliveries and curtailment
- ◆ Alternate fuel availability
- ◆ Storage levels and injection rates

Secondary Indicators:

- ◆ Inter-tie exchanges
- ◆ Spot market price for natural gas
- ◆ Effects of curtailment activities

Electricity Information

The process of obtaining electricity information is the same as for natural gas. Figure 9.4 presents various statistical data available to calculate electricity supply and demand. The OPM will meet with contacts in the non-regulated companies to determine the probable magnitude and duration of the potential emergency.

Figure 9.4

Electricity Indicators

Primary Indicators:

- ◆ Electricity production
- ◆ Surplus and reserve generation capacity
- ◆ Level of generating fuel stocks
- ◆ Planned curtailment activity

Secondary Indicators:

- ◆ Power system outages
- ◆ Forecasted availability of generating fuel stocks
- ◆ Availability of power pool reserves

9.3.3. Phase III - Pre-Emergency

During the pre-emergency phase, energy shortages may exist but are handled primarily by the open market. Prices may increase and supplies may decrease, however, essential services would not be disrupted.

The extensive data collection, monitoring and analysis started in the verification phase will continue and be expanded. The OPM will request that appropriate task force(s) members review the situation and make recommendations that will alleviate the situation in the most equitable manner possible. The energy supply and demand information collected during the verification phase and current data developed in the pre-emergency phase, are discussed with the Governor's Office, DOE, and other entities as necessary.

The Governor (or his/her designated representative) will appeal to the public, if appropriate, to encourage specific voluntary conservation measures to alleviate the effects of a supply disruption. During this phase, OPM's public information program will be activated. OPM will provide accurate information while portraying a sense of calm to the public. Rumor control becomes paramount.

Voluntary demand reduction programs will be monitored by OPM and, if ineffective, recommendations for improvement will be made to the Governor. The OPM will closely monitor activities of the regulated utilities to ensure equitable distribution of existing supplies and initiate actions.

The pre-emergency phase does not automatically lead to a proclamation of a state of emergency. If voluntary actions have alleviated the effects of the shortage, no further state action will be required, unless the federal government mandates such action. If, however, monitoring shows the crisis is increasing in severity, OPM, in consultation with the appropriate agencies may recommend the Governor proclaim a state of emergency.

9.3.4. Phase IV - Emergency

The Emergency Phase includes all Pre-Emergency Phase activities. In addition, voluntary measures may be expanded and mandatory measures implemented through a proclamation by the Governor to respond to an energy shortage that is increasing in severity.

Petroleum

If OPM determines the health, safety, or welfare of the people is at risk by the shortage and cannot adequately be handled by the open market, the Director of the OPM will meet with appropriate state officials to review the situation and decide whether to recommend to the Governor the need to declare a state of emergency. The Director of OPM, will either go directly to the Governor to recommend the declaration of an emergency, or will convene a meeting to review and decide whether or not to recommend the Governor declare a state of emergency.

Greater adherence to the voluntary conservation measures, combined with allowing the market to supply the needs of the population, may be sufficient intervention to handle the situation. However, if gasoline lines form at retail service stations and become a problem, the mandatory minimum fuel purchase measure might be implemented. Should essential service providers be unable to secure the needed fuels for their vehicles, then it would be likely that the mandatory fuel set-aside program would be implemented. The maximum purchase measure might additionally be implemented. All three of these measures will be discussed later.

9.3.5. Phase V - Post-Emergency

During this phase, both voluntary and mandatory measures will be rescinded by the Governor, and the state will work toward normalizing commerce and activities disrupted during the energy emergency. The heightened levels of activity will decrease and staff will return to their normal pre-emergency activities. Communications with the public and the media will remain important in relaying current market conditions and measures no longer being implemented to the public.

Evaluation of the management of the energy emergency actions will be made by OPM, and other entities that participated in all phases of the emergency, in order to revise the Plan, if necessary.

9.4 Management Activities by Energy Emergency Phase

The OPM, other State of Connecticut agencies and additional state, local and federal government entities are required to perform specific designated energy emergency management activities in each of the five phases of energy emergencies. This section is intended to identify the major activities for which each participant will be responsible during each phase of the energy emergency. These lists of activities unfortunately can not be all-inclusive as each emergency brings unique situations. However, the lists should provide a framework from which each agency can plan.

Readiness - Phase I - Activities

- ◆ Monitor local, regional, national and international events and conditions that could impact on the State of Connecticut's energy prices and supplies.
- ◆ Keep weekly (when available), monthly, and annual statistics for baseline information should an emergency arise.
- ◆ Regularly review and update the Plan to ensure that the response strategies reflect the changing trends and conditions in the world energy industry.
- ◆ Update and maintain lines of communication with government and industry contacts.
- ◆ Continue to improve federal and regional coordination and information exchange.
- ◆ Training of staff for emergency-time responsibilities and roles.
- ◆ Prepare detailed guidelines and appropriate forms necessary for implementation of contingency plan emergency response programs, including public information, demand reduction, and fuels set-aside.
- ◆ Work with employers with under 100 employees at any one location to prepare and implement fuel conservation programs.
- ◆ Assist county and local governments with preparation of energy emergency plans.
- ◆ Form the emergency task forces and communicate with members on a periodic basis.
- ◆ Transit companies and local/county governments should either prepare or update their energy emergency plans.
- ◆ Rideshare agencies and transit companies will work with employers to increase ridesharing programs in a way that is manageable for transit companies.

- ◆ DOE will provide OPM with updated federal information and exercise simulation opportunities.

Verification - Phase II - Activities

Petroleum Shortage:

- ◆ Continue all measures as identified in Phase I.
- ◆ Intensify monitoring and analysis of petroleum products stocks, deliveries, consumption patterns and price.
- ◆ Increase frequency of communications with representatives of state petroleum products suppliers and distributors, and affected users to assess the causes, possible duration, and geographic extent of the shortage and the steps that providers can take to alleviate or avert a shortage.
- ◆ Increase frequency of communications with other states (especially PADD III states) and DOE to assess the causes, possible duration, and geographic extent of the shortage and identify steps that need to be taken to assist interstate distribution, if necessary.
- ◆ Prepare to implement public information program for voluntary rideshare, public transit use and modified work programs.
- ◆ Prepare to implement increased rideshare services.
- ◆ Prepare to implement state government fuel conservation programs, carpooling, modified work patterns and ridesharing.
- ◆ Prepare to issue public information for voluntary fuel conservation, adherence to speed limits, encouragement fuel switching and use of private petroleum stocks.
- ◆ Convene meeting of appropriate Emergency Task Forces to assess causes, possible duration and geographic extent of the shortage and steps that providers can take to alleviate the shortage.
- ◆ Coordinate with state agencies to develop individual energy conservation plans.
- ◆ Maintain coordination with DOE concerning needs for petroleum set-aside program.

Natural Gas and Electricity Shortages:

- ◆ Monitor natural gas and electricity supplies, deliveries, demand and alternative fuel availability.
- ◆ Prepare to activate utility demand reduction and gas curtailment activities based upon levels of projected deficiencies.
- ◆ Prepare to issue public appeals for voluntary conservation activities.
- ◆ Provide information and coordinate data analysis and implementation decisions on curtailment plans with the EO and other appropriate agencies.
- ◆ Prepare to convene meetings with representatives of the utilities, affected consumers and agencies to assess the duration and extent of a potential shortage and take initial actions that would help release an emergency shortage.

Pre-Emergency - Phase III - Activities

Petroleum Shortage:

- ◆ Increase monitoring and analysis of petroleum products stocks, consumption, and price.
- ◆ Increase frequency of communications with representatives of DOE, other states (especially PADD III), petroleum products suppliers, distributors and petroleum task force members.
- ◆ Request state agencies to collect petroleum products consumption data.
- ◆ Implement petroleum products public information program and issue appeals for voluntary conservation.
- ◆ Issue employer appeals to assist in applying voluntary conservation efforts.
- ◆ Enforce speed limits.
- ◆ Prepare to request draw-down of SPR.
- ◆ Prepare and issue news releases to the media and public concerning the situation.
- ◆ Strengthen coordination with DOE to activate set-aside program.

Natural Gas Shortage:

- ◆ Continue monitoring supplies, deliveries, demand and alternative fuel availability.
- ◆ Provide for equitable treatment of individual customer classes in the most reasonable and effective manner given the existing circumstances.
- ◆ Prepare to activate gas curtailment plans of customer services based on priority classifications.
- ◆ Issue public appeals for voluntary conservation activities.
- ◆ Provide information and coordinate data analysis and implementation decisions on curtailment plans with the EO and other appropriate agencies.
- ◆ Convene meetings to monitor industry data on supplies and consumption, as well as the effectiveness of utility demand reduction activities.
- ◆ Through the Governor's Office and the OPM and will initiate and implement state government emergency conservation programs, including temperature adjustments in state facilities, modified work schedules, elimination of unnecessary lighting, equipment, and appliances.

Electricity Shortage:

- ◆ Continue monitoring and evaluating electricity demand, supplies, deliveries, demand and alternative fuel availability.
- ◆ Provide for equitable treatment of individual customer classes in the most reasonable and effective manner given the existing circumstances.
- ◆ Prepare to activate electricity curtailment plans of customer service based on priority classifications.
- ◆ Issue public appeals for voluntary conservation activities.
- ◆ Provide information and coordinate data analysis and implementation decisions on curtailment plans with the EO and other appropriate agencies.
- ◆ Convene meetings to monitor industry data on supplies and consumption, as well as the effectiveness of utility demand reduction activities.

- ◆ Through the Governor's Office, the OPM will initiate and implement state government emergency conservation programs, including temperature adjustments in state facilities, modified work schedules, elimination of unnecessary lighting, equipment, and appliances.

Emergency - Phase IV - Activities

Petroleum Shortages:

- ◆ Intensify analysis of petroleum products stocks, deliveries, consumption patterns and price including critical data from emergency services and hospitals.
- ◆ Governor directs, as needed, the implementation of mandatory conservation programs for state owned/leased facilities, enforcement of speed limits, fuel switching and use of private petroleum stocks.
- ◆ Governor directs the implementation of queue management controls such as minimum and maximum purchases.
- ◆ Governor directs the implementation of petroleum fuels set-aside program, if conditions warrant.
- ◆ Develop and submit recommendation to DOE for use of the SPR and maintain contact and coordination with adjacent states and DOE.
- ◆ Intensify all public information programs, including petroleum products conservation activities.
- ◆ Implement reduction of speed limit and mandatory compliance as needed/directed.
- ◆ Assist local government, employers and businesses to apply flex time, fuel purchase conservation strategies and fuel purchase programs.
- ◆ Encourage/implement school district petroleum products conservation recommendations.

Natural Gas Shortages:

- ◆ Continue monitoring supplies, deliveries, demand and alternative fuel availability.
- ◆ Prepare to activate, and activate as needed, gas curtailment plans of customer services based on priority classifications.
- ◆ Issue public appeals for voluntary conservation activities.

- ◆ Provide information and coordinate data analysis and implementation decisions on curtailment plans with appropriate agencies.
- ◆ Issue media announcements on demand reduction activities.
- ◆ Intensify analysis of the emergency findings (monitoring industry data on supplies and consumption as well as the effectiveness of utility demand reduction activities).
- ◆ Continue to closely monitor State government emergency conservation programs.
- ◆ Based on the results of the above activities, the Governor may limit the hours of public institutions, as needed, State institutions, schools, etc. The Governor also may appeal to local governments, industry and private business to conserve natural gas in cooperation with their local utility curtailment programs.

Electricity Shortages:

- ◆ Continue monitoring supplies, deliveries, demand and alternative fuel availability.
- ◆ Prepare to activate, and activate as needed, electricity curtailment plans of customer service based on priority classifications.
- ◆ Issue public appeals for voluntary conservation activities.
- ◆ Provide information and coordinate data analysis and implementation decisions on curtailment plans with the OPM and other appropriate agencies.
- ◆ Issue media announcements on demand reduction activities.
- ◆ Intensify analysis of the emergency findings (monitoring industry data on supplies and consumption as well as the effectiveness of utility demand reduction activities).
- ◆ Closely monitor State government emergency conservation programs.
- ◆ Limit, as necessary based on the results of the above activities, the hours of public institutions, State institutions, schools, etc.
- ◆ Appeal to local governments, industry, and private business to conserve in cooperation with their local utility curtailment programs.

Post-Emergency - Phase V - Activities

Petroleum Shortages

- ◆ Take necessary action(s) to rescind any state orders concerning mandatory fuel curtailment programs.
- ◆ Take administrative actions, as necessary, to adjust back to normal program operations.
- ◆ Continue to monitor petroleum products stocks, deliveries, consumption patterns and prices, as necessary.
- ◆ Inform the public of any petroleum products conservation program activity rollbacks and continue voluntary appeals and programs as necessary.
- ◆ Amend contingency plans, as necessary, based on effectiveness of implemented program activity.

Natural Gas and Electricity Shortages:

- ◆ Take necessary action(s) to rescind any state orders concerning mandatory fuel curtailment programs.
- ◆ Take administrative actions, as necessary, to adjust back to normal program operations.
- ◆ Continue to monitor stocks, deliveries, consumption patterns and prices, as necessary.
- ◆ Inform the public of any conservation program activity rollbacks and continue voluntary appeals and programs as necessary.
- ◆ Amend contingency plans, as necessary, based on effectiveness of implemented program activity.

10. COMMUNICATION AND PUBLIC INFORMATION

One of the most effective crisis management actions the government of Connecticut can take during an energy emergency is to provide a strong, integrated public information program. Timely, accurate information on the energy situation can help prevent confusion and uncertainty as well as enlist the support and cooperation of the various sectors of the economy. Key participants in the public affairs effort are other state agencies, local governments, the energy industry, business, the legislature, and the federal government. Providing these key groups with information about the nature, severity, and possible duration of the emergency is essential. It is also vital that the public clearly understands exactly what the emergency situation is, and what needs to be done to ease, and eventually solve, the crisis. A lack of adequate information on the emergency situation and the actions that are being taken to cope with it can lead to undesirable reactions or panic that will only worsen the crisis.

Providing information to the public is important, but it is equally important for state government to be prepared to gather information and data on the impacts of the emergency, along with suggestions and recommendations from federal government, citizen's groups, and industry groups. Establishing a clearinghouse for this input from both the public and private sectors can aid the state government in tailoring responses to the specific characteristics of the emergency. Modifications, adjustments, or the redesign of state actions may be needed in response to feedback on changing market conditions, unanticipated energy problems confronting public, or private sector emergency activities.

This section of the energy emergency plan describes how the state's energy emergency public information program will be carried out.

Objectives

1. To provide citizens with accurate and timely information on the scope, nature, severity and possible duration of the energy emergency.
2. To provide effective visible leadership from the highest levels of state government in order to encourage voluntary compliance with emergency measures and to reduce panic response to the emergency.
3. To provide information to the public on the location and availability of energy supplies and state government activities in managing the emergency situation.
4. To establish ongoing communications with:
 - a. other agencies within the state which have been identified as having direct or support responsibilities during an energy emergency;

- b. local governments within the state which have the task of implementing programs and providing information at the local level;
- c. states which share an energy interdependency and whose actions may directly impact each other, and
- d. federal government agencies, such as the U.S. Department of Energy and the Energy Information Administration, that can provide information to assist in evaluating the crisis.

Program Description

An effective emergency response plan involves continuous coordination and two-way communication with all levels of government, private industry, the public and the media (TV, radio, newspapers). Therefore, it is necessary to have the necessary personnel, equipment, facilities and procedures which will allow OPM to function as the central clearinghouse for gathering and disseminating energy information during an emergency.

Implementation

The public information program will be implemented immediately after the event creating the emergency occurs, or when the threat of an occurrence appears likely, such as in the Persian Gulf situation. The OPM will gather and track pertinent information, and through its public information spokesperson(s), will issue factual statements related to the energy emergency. The energy emergency program will be coordinated by OPM, and will inform and make recommendations to the Governor to implement potential measures to lessen the severity of the emergency. The Governor will make the determination as to when he/she will be the spokesperson for the state and when OPM representatives will be the main spokespeople. The actual implementation of certain measures can be initiated either by the Governor or OPM, depending on the emergency and whether or not mandatory measures need to be implemented.

Procedures

The public information program will affect the public's behavior through two different means:

1. an educational campaign using all available print and broadcast media; and
2. an informational campaign involving periodic direct contact by the Governor and other state officials with the citizens of the state through live telecasts and other news media.

The educational campaign will inform citizens about ways through which they can minimize their use of energy and any inconvenience resulting from the disruption. This will be accomplished by providing detailed information on fuel management and conservation measures involving each energy source.

The informational campaign may require direct action by the Governor:

After a shortage-causing event occurs, but before the disruption begins in State of Connecticut, the Governor or his designated representative may appear on radio and television broadcasts, or use another form of media, to address the citizens of the state on the following major points:

- a. the Governor will present clear and unambiguous information as to the nature and severity of the crisis;
- b. the Governor will assure listeners that emergency plans, personnel, and procedures are already in place to deal with such a crisis;
- c. the Governor will describe which measures may be utilized from the energy emergency plan.
- d. The Governor will strongly suggest voluntary adherence to emergency measures, making it clear that these measures can succeed if everyone follows them, and that if the shortage worsens and voluntary compliance is insufficient, some measures may become mandatory, resulting in temporary dislocations and/or hardships.

In order to maintain the momentum achieved by the actions outlined above, the Governor or his representative will periodically use the news media to provide updated information on the state's energy emergency program. The frequency of these subsequent activities will be dictated by events.

Public Affairs Operational Considerations

The following are the key operational functions that the Office staff will use for dealing with the public affairs aspects of an energy emergency.

1. **Prepare.** Before an emergency occurs, plan for gathering and relaying information to the decision-makers. Maintain an up-to-date 24-hour telephone and address directory of key individuals who may have to be contacted from the news media, state agencies, local governments, the federal government, and the energy industry. This contact list can be in looseleaf folders and on computer, and it should include office addresses, telephone numbers, electronic mail numbers and home telephone numbers. A secondary point of contact should be maintained for each position.

2. Verify information before release. Be cooperative with the media, but avoid giving out incomplete or unchecked news. Consider using regularly scheduled meetings with the press to relieve the pressure to answer questions on the spot.
3. Prepare information packages. Handouts at press conferences and prepared statements for news media on the energy emergency's history, background, technical terms, and pertinent energy data will contribute to accurate, thorough reporting. Develop sample press kits with as much information as possible in advance.
4. Provide factual information. Use the national level information available from DOE to describe what external energy forces (international markets, shipping, transportation, accidents, weather, etc.) are affecting the State of Connecticut's energy situation. Obtain opinions from industry experts about the emergency and how serious it is perceived to be. Develop accurate data and information. To obtain consistency, use only one spokesperson (if possible) for dealing with the news media, and only one centralized point for issuance. Also ensure that local officials are receiving at least as much information as the news media.
5. Use caution in providing official conclusions. Energy emergencies are usually caused by very complex factors, and experience has shown that public opinion can be easily swayed by fragmented information and opinions. Attempts should be made to be neither overly conservative nor rash when preparing summaries or determinations.
6. Use media specialists with an understanding of the energy situation. The effort must be staffed by personnel skilled in dealing with the news media, with a knowledge of the key energy issues, and with an understanding of the various aspects of the emergency.
7. Work with key policy-level officials. Be able to obtain access to key policy-making officials and experts from various state agencies to answer substantive questions from the media.
8. Assist the news media to inform the public. The public affairs effort should assist the media in presenting authoritative, accurate, and timely information in order to avert any panic or the spread of rumors.

Equipment Requirements

Communication equipment needed should be identified ahead of time and made available through OPM, loaned from other state agencies, or obtained through purchase or rental at the time of the emergency. Key equipment requirements include:

- a. A telephone system with the ability for easy expansion, including toll-free (800) numbers.

- b. Computers with modems using electronic mail or DIALCOM that can be used to communicate with DOE and with other states.
- c. Computers with modems to provide a means of rapidly obtaining large amounts of energy information, data, and important news coverage through wire services.
- d. Cellular telephones and facsimile machines. OPM has "broadcast" fax technology available for use.

Public Information Effort Data and Information Needs

The public information program activities require access to data and information on the energy emergency. The dissemination of this information will be facilitated by OPM's overall responsibilities as the focal point for coordinating the response to the energy emergency. A logical method for providing the data and information to the public information staff should be developed and tested prior to the implementation of the emergency plan. The linkage of the public information program with the energy data and information system will:

- a. Use existing organizational structures and procedures to the maximum extent possible;
- b. Identify the type and sources of information needed and the level of detail and analysis that the decision makers will need;
- c. Designate those individuals with the requisite technical knowledge and media experience required for packaging and transmitting the energy information to decision makers and the media;
- d. Set up a review process to approve the accuracy and consistency of public affairs material prior to transmitting any information outside of OPM; and
- e. Maintain a file of all news coverage on the energy emergency published or broadcast so that it can be reviewed and corrected.

Outlined below are the types of public information coordinating activities that take place during the various phases of energy emergency management:

- 1. **Readiness Phase.** During normal, non-emergency operations, the Office staff responsible for activities during energy emergencies will be engaged in normal program support activities and in the development of standby emergency public information plans and informational materials. The development of these plans and materials will be compatible with existing state emergency preparedness plans.

2. **Verification Phase.** The Office staff should bring emergency plans and informational materials into an advanced state of readiness. Information concerning the potential problem will be sought and verified. Activities will be expanded through coordination with the Governor's Office and initial media inquiries will be answered as completely as possible given the available information. The media will be notified periodically as additional information is received and analyzed.
3. **Pre-Emergency Phase.** A coordinated state effort led by OPM, working with the Governor's Office will be implemented during this phase. This effort will be composed of the necessary personnel, equipment, centrally located facilities, and procedures for providing accurate, timely information to the news media during the emergency. Educational materials will also be distributed to inform the public on the contingency measures in effect.
4. **Emergency Phase.** Emergency phase activities are very similar to those in the pre-emergency phase. During the emergency phase, however, it is highly probable that mandatory measures would be implemented and the Governor's Office would be active and highly visible in providing information to the public and affected entities.
5. **Post-Emergency Phase.** During this phase, public affairs efforts should be directed toward restoring public information systems to normal and for providing the public with information to assist in the recovery operations.

Public Information/Awareness Measures

Fuel Supply/Availability Information

OPM will gather and provide information on fuel supplies, stocks, and other pertinent data to the public to the extent that it is available. To be able to better monitor fuel supplies throughout the state, OPM will request that communities or regions experiencing shortages contact either OPM or their emergency services office, who will notify OPM. In the case of a spot shortage, OPM will try to locate supplies for the affected parties or regions.

Fuel Shortage Transportation Guide

An information guide has been prepared by OPM for distribution that describes what the public can do to conserve fuel. Included in the guide are alternatives to driving such as riding the bus, ride-sharing, bike-riding and walking. A listing of organizations responsible for assisting the public in using alternative modes of transportation, as well as their telephone numbers, is included. For motorists unable to take advantage of alternative transportation, a section on energy-conscious driving techniques has been included as well. Extra copies of this brochure can be printed within a few days for distribution to the general public.

Drive-Wise Program

This program is an ongoing OPM educational program promoting gas-saving tips to avoid the waste of fuel and money. OPM keeps a supply of these brochures on hand at any time and can readily reprint additional copies.

Emergency Public Information Phone-in System

OPM has a bank of five telephone lines dedicated for use during emergencies. These lines are for use by the public seeking information, and will be manned by office personnel with the appropriate training and/or expertise needed to handle any given emergency. These lines can be brought on-line in a matter of minutes should the need arise. Potential topics to be handled include ridesharing and transit information, fuel conservation tips, contingency measures in effect, general information, etc. These lines could also be used to handle set-aside program calls should this measure be implemented.

Recorded Emergency Energy Information Lines

OPM could set up a main number for the public to call to obtain recorded information on the specific emergency being encountered and contingency measures in place. The caller would have the option of choosing from a menu of recorded emergency energy information.

Metro Bicycle Route Map

Bicycle planners from both metropolitan areas have developed bicycle route maps showing various types of routes for bicycle enthusiasts. In times of fuel shortages, OPM will encourage the use of bicycles as an alternative to driving vehicles and will work with the bicycle planners in distributing these maps.

Media Program

OPM has developed an extensive media contact list and has placed it on the network fax system. This will allow faxes to be sent out to appropriate persons on the contact list very quickly. This list is kept up-to-date and frequent communications occur with these entities through the normal day-to-day functions of the office.

Use of the Electronic Mail System

Viable communications are an integral part of emergency preparedness. The DIALCOM system, active since 1981, is a computerized communications network (electronic mail), linking DOE, the states and other selected users. The DIALCOM system can quickly transmit large quantities of written data to addressees and store these data for selective retrieval. This system can transmit messages to a large universe of receivers simultaneously. If needed, DIALCOM can be used as an early warning system for reporting potential state

or regional supply shortages and verifying local supply situation reports received by the Federal government. OPM should use DIALCOM in an emergency to routinely relate and provide an assessment of the energy supply situation in the State of Connecticut to the U.S. Department of Energy and affected states.

Use of other Modem Services to Obtain Information

There are a variety of modem subscription informational services which provide information on numerous energy sectors. If not already being accessed in day-to-day operations, they should be available for use at short notice if needed.

11. EMERGENCY REDUCTION IN ENERGY DEMAND

11.1 Introduction

In the event of an energy supply shortage or disruption, having strategies for reduction in energy demand is critical to the success of the Plan. The Plan establishes two broad types of demand reduction measures for petroleum, natural gas and electricity. The first response is a public appeal for voluntary energy conservation. The second response, in the event the shortage worsens, is a series of mandatory measures to reduce or manage energy consumption.

Appeals for the voluntary energy conservation programs for non-regulated fuels will be issued by either the Governor or by OPM. Appeals for mandatory energy conservation programs will be issued by the Governor. OPM will work closely with the regulated natural gas and electric utilities and oversee and issue directives as needed.

11.2 Petroleum Demand Reduction

This section sets forth actions that will be taken by the State to respond to fuel shortages. It is not simply a plan to conserve energy. Rather, its purpose is to manage a shortage - that is, to minimize its adverse impacts on public health, safety, mobility, and the state's economy. It would be implemented only in the event of an impending or actual fuel shortage.

Because the makeup of the market has changed substantially in the last 10 to 15 years, the measures outlined in this plan differ from prior plans. Like the federal recommendations, it is the recommendation of OPM to allow the market to take care of the majority of shortages that might be encountered in the State of Connecticut. Voluntary conservation measures will be given to the media and the public to educate them on fuel conservation measures. In the event of a severe fuel shortage, several measures have been outlined that may be considered and/or mandated to help manage fuel distribution in a fair and equitable manner.

An anticipated price increase that would accompany a supply decrease could in itself be a demand reduction measure and help control the consumption of fuels.

11.2.1. Motor Gasoline

11.2.1.1. Voluntary Measures

In the event of a petroleum supply disruption, the state's first response is to encourage voluntary reduction in petroleum demand. Since State of Connecticut depends on petroleum for nearly all of its transportation fuels, it is especially vulnerable to an refined product supply disruption. Promoting fuel conservation techniques to motorists is an effective way to reduce demand. Therefore, the Governor may request that motorists participate in rideshare programs, use public transit services, observe speed limits and reduce non-essential travel.

In addition, OPM will act as the central clearinghouse for all information regarding results of various voluntary and mandatory programs related to petroleum demand reduction. This information is used in developing recommendations to the Governor which address either continuation of current programs, or the need for further demand reduction measures.

These measures are intended to first reduce consumption and, second, "manage" fuel shortages and mitigate adverse impacts. If fuel supplies are truly short and an emergency exists, the objective is not strictly to conserve fuel - conservation will occur simply because the product is not available. The measures described below represent an overall framework for a statewide response. It is recognized that not all of the measures are appropriate in all parts of the State of Connecticut - many would be useful only in urban areas, for example. Likewise, not all measures would necessarily be implemented for any given emergency. In addition, the specifics of each measure need to be tailored to local circumstance, and elaborated to a greater degree than is feasible in the Plan.

The specific voluntary demand reduction programs recommended by OPM as being most probable for implementation are discussed below. Other potential measures may be considered and implemented if they meet the needs of a specific fuel emergency.

Vehicle Maintenance

Vehicles operate with greater fuel efficiency with proper vehicle maintenance. This public awareness measure is intended to encourage motorists to perform, or have performed, certain maintenance tasks such as inflating tires to recommended pressures, engine maintenance and tire alignment.

Energy-Efficient Driving Techniques

A person's driving habits may impact vehicle fuel mileage as well. During times of fuel shortages, OPM will provide literature on tips to increase the efficiency of one's vehicle. A cold engine reduces efficiency by as much as 80 percent. Planning trips so that several errands are run at the same time therefore can save gasoline. For every mile exceeding 55

MPH, as much as 1/2 mile per gallon is lost. Accelerating from a stop to cruising speed uses three times more gas than just maintaining that speed, so driving at a steady pace and avoiding sudden stops by anticipating traffic flow will help conserve gasoline.

Ridesharing

Potentially one of the most fruitful and desirable ways of reducing fuel demand is by increasing average vehicle occupancy rates. In this way more travel (in terms of person-miles) may be accomplished with fewer vehicle-miles and therefore less fuel consumption.

The great demand reduction potential of this approach derives from the fact that current auto occupancy rates are very low.

Ridesharing organizations (listed in Appendix C) are in existence in the state to help not only individuals but employers' ridesharing efforts.

Transit Programs

Bus ridership potentially reduces fuel consumption due to the large seating capacity of buses. During emergencies, the public and employers will be strongly encouraged to increase ridership, especially during off-peak hours (due to limited seating availability during peak hours).

Transit operators in State of Connecticut's metropolitan areas have established contingency plans for use in times of emergency. These plans describe actions that would be taken prior to and during a fuel shortage to accommodate increased ridership.

Both OPM and the transit companies will increase their efforts to work with employers to stagger employee hours to "spread the load" of passengers over a longer period of time during the day, therefore transporting a larger number of passengers with the available buses.

Employer Programs

Approximately 30 percent of the daily vehicular trips are associated with travel to and from work. A substantial amount of fuel may be saved if a combination of trip reduction strategies were implemented at the work place.

Several trip reduction measures are identified below. Employers should choose measures that would most effectively reduce fuel consumption for their company.

- ◆ increased ridesharing (carpooling, vanpooling, bus ridership)
- ◆ flextime, staggered work hours or compressed work week
- ◆ telecommuting, teleconferencing and videoconferencing

- ◆ preferential/free parking for car and van pools
- ◆ subsidized or free bus passes
- ◆ reduced employer-provided parking for single occupancy cars
- ◆ bicycle racks, lockers and incentives for non-motorized modes
- ◆ driver training in energy-conscious driving techniques
- ◆ fleet vehicle conversion to run on alternative fuels

Employers with over 100 employees at any given location are currently required to have a trip reduction program in place, with specific levels of participation required.

The employer program is essentially cooperative and voluntary. No penalties or special enforcement activities are envisioned other than periodic monitoring. However, the state reserves the option of mandating the employer program should it become necessary.

State Government Program

Many of the employer program measures would be appropriate to include in the state government program measures. One of the main differences between the two programs is that the Governor could mandate (require) implementation of the state government measures immediately upon recognizing a potential fuel shortage.

Because the makeup of services to be provided by each agency differs, the manner in which each agency chooses to meet the required reduction levels will be left to the discretion of each agency.

Exceptions will be granted as necessary by OPM if the individual agency can demonstrate that the critical nature of their service would jeopardize the health, safety or well-being of the constituents they serve. These agencies will still be required to implement as many conservation measures as possible and report to OPM on measures implemented.

Promotion of Bicycle Riding

Bicycle planners from both major metropolitan areas have developed bicycle route maps showing various types of routes for bicycle enthusiasts. In times of fuel shortages, OPM will encourage the use of bicycles as an alternative to driving vehicles and will work with the bicycle planners in distributing these maps.

School System Conservation Measure

The purpose of the School System Conservation Measure is to reduce the consumption of gasoline by reducing the number of trips made to and from school and/or by better planning school activities and transportation services. It also encourages students to car-pool to school.

Service Station Fuel Availability Notification

In the event of a fuel supply disruption in which retail service stations experience shortages of fuel with resulting gasoline lines, OPM will ask stations to implement a voluntary gasoline availability notification system. The system used should be clearly visible to the passing motorist. The purpose for this measure is to reduce the length of potential gasoline lines. Motorists will be able to determine, prior to waiting in line, whether the needed fuel type is available at that specific service station. This should help conserve fuel by allowing the motorist to move on to the next available station prior to wasting unnecessary gasoline by idling in line.

When requesting that service stations initiate this measure, OPM will issue common guidelines to be considered for consistency between service stations, therefore decreasing motorist confusion when going to different stations.

Discretionary Trip Reduction Measures

A number of measures have already been discussed which address discretionary trips. Examples include increased use of alternative transportation such as transit, bicycles, walking; appropriate vehicle maintenance; combining trips; etc. These alternatives are described in the Fuel Shortage Transportation Guide as well as in the Drivewise literature.

Should the shortage worsen, the Governor could appeal to the public to additionally curtail other discretionary activities such as boating and/or leisure vehicle travel.

11.2.1.2. Mandatory Measures

As has already been discussed, it is the policy of the State to allow the open market to handle petroleum emergencies without governmental intervention unless absolutely necessary. Should essential services no longer be able to secure sufficient supplies of fuels through the open market, the health, welfare and economy of the state would be in jeopardy. The Governor would then implement mandatory demand reduction programs in conjunction with a proclaimed state of emergency. During a severe petroleum supply disruption such as this, the priority is to maintain an orderly gasoline market.

Although queue management controls do not reduce the demand for gasoline, they help maintain order, provide customer information, and discourage topping off of fuel tanks in private vehicles. Gasoline queue management controls imposed by the Governor during a petroleum supply disruption must be instituted by Executive Order. Depending on the severity of the shortage, the voluntary measures already outlined could become mandatory, as well as several others as described in this section.

Minimum Fuel Purchase

During previous fuel shortages, many individuals tried to keep their fuel tanks as full as possible. To do this, they made frequent trips to fill-up, even if only a few gallons were needed. Studies have shown that the average amount of fuel purchased per visit to a fuel retailer dropped considerably. This behavior, called "tank-topping", results in much longer lines than during normal supply conditions. The minimum fuel purchase restriction is designed to reduce the number of trips one makes to purchase fuel and thereby reducing the length of the lines at gasoline stations.

This measure would only be implemented should the retail service stations be unable to curtail the gasoline lines through their own notification systems.

The Plan has a suggested minimum fuel gasoline purchase level of five gallons. OPM will issue the mandate stating gasoline stations are to sell, as a minimum, the market price of five gallons worth, rounded to the nearest dollar. Motorists will be required to pay the minimum amount mandated, whether or not that minimum amount was purchased.

Exceptions:

- ◆ Police, fire, ambulance and other emergency vehicles
- ◆ Commercial trucks
- ◆ Common carriers of both passengers and freight
- ◆ Farm machinery and agricultural vehicles
- ◆ Construction machinery
- ◆ Motorcycles and mopeds
- ◆ The filling of portable containers
- ◆ Additional exceptions as determined by OPM

Maximum Fuel Purchase

The maximum fuel purchase measure is intended as a means of ensuring that, in the event of a shortage of gasoline supplies, some gasoline will be available to all motorists. The rationale behind this measure is to limit the amount of gasoline purchased at the gasoline stations to prevent the supply of gasoline from being exhausted prematurely.

It is anticipated that this contingency measure would be mandated during the emergency phase if the supply were so critical as to also require implementation of the set-aside program, to be discussed below. Purchasers of motor gasoline will be permitted to buy no more than a specified amount of fuel in a single transaction, with the amount (dollar or gallon) to be determined by OPM. The more severe the shortage, the lower the dollar/gallon amount that will be allowed.

Retailers will also be asked not to deliver more than five gallons of fuel into any container other than a motor vehicle.

Exemptions:

- ◆ Police, fire, ambulance, and other emergency vehicles
- ◆ Sanitation service vehicles
- ◆ Passenger transit or paratransit vehicles
- ◆ Vanpool vehicles as designated by the exemption procedures
- ◆ Additional exemptions determined by OPM

Speed Limits

Strict enforcement of posted highway speed limits, whether 65mph on the Federal highway system or 55mph on state and local highways may be implemented. The rate of compliance deemed sufficient will depend on the severity of the shortage (i.e. 60 percent, 70 percent)

Local law enforcement agencies such as police departments will also be requested to enforce speed limits within their town/city limits.

Existing speed limits could be lowered by the Governor under the general powers afforded him/her with a formal declaration of emergency. The use of motorists' radar-detectors could be prohibited and a fine imposed upon speed limit violators doubled.

Drive-Up Windows

Establishments with drive-up windows temporarily may be asked to voluntarily refrain from operating window service until the fuel emergency is over. Upon formal declaration of an emergency, the Governor (or his representative) could issue an order prohibiting operation of drive-up windows at banks, liquor stores, fast food and similar establishments, except outlets where drive-up windows are the only mode of operation. Exemptions will be considered in cases of severe economic hardship or special circumstances.

Other Potential Measures

In addition to the measures described in the Plan, OPM could potentially implement additional measures deemed appropriate to manage the specific emergency encountered. Examples of measures that might be considered include establishing priority service for vanpools at service station pumps, increasing trailer weight limits, and adding additional high occupancy vehicle lanes on urban freeways.

11.2.2. Diesel Fuel Demand Reduction

Diesel is used primarily in the transportation (trucking), mining and rail-road industries in the State of Connecticut.

The use of diesel fuel within the transportation sector is primarily in freight transporters, agricultural vehicles and, to a lesser extent, passenger vehicles.

Disruptions in agricultural or mining processes and/or in the transport of essential items, could cause serious economic and social hardships not only to State of Connecticut, but the country as a whole. Therefore, the Plan suggests demand restraint measures to less essential users and attempts to assure smooth operation of essential services. It is envisioned that diesel-fueled passenger cars will comply with the same measures outlined in the Plan for gasoline.

The voluntary measures discussed below are a first attempt at compiling a list of measures that may be considered in diesel fuel emergency planning. This list is not all-inclusive, nor is it certain that each of the measures listed will be included for each emergency. Should the shortage become so severe as to not allow essential services to obtain needed fuel, then the mandatory set-aside program described in section 12 would be implemented.

- ◆ vehicle maintenance
- ◆ installation of fuel efficient equipment on trucks
- ◆ installing aerodynamic devices
- ◆ installing radial tires
- ◆ use of road speed governors, turbochargers, automatic transmissions and crank case oil burned as fuel and synthetic lubricants
- ◆ enforcement of 55/65mph speed limits
- ◆ consolidate deliveries and routing
- ◆ increase size and weight limits for trucks

11.2.3. Propane/Butane Demand Reduction

Propane, or LP-gas (Liquefied Petroleum Gas), is both a liquid and a gas. At normal atmospheric pressure and temperatures propane is a gas. But under moderate pressure and/or temperature it becomes a liquid which vaporizes to a clean-burning gas when released from its storage container into the fuel system of propane gas appliances and equipment. It is 270 times more compact as a liquid than a gas, thus it is stored and transported in its liquid state.

Nearly 90 percent of propane supplied to the U.S. market is domestically produced. Presently, about 68 percent of domestic production comes from natural gas processing plants, with the remaining 32 percent coming from oil refinery production.

State of Connecticut is wholly dependent upon out-of-state supplies of propane. State of Connecticut receives the vast majority of its propane from few facilities. Transportation into the state takes place either by rail or truck to storage facilities. Each independent distributor receives product from these main storage facilities and distributes it to customers via "bobtails," which are trucks that hold approximately 2,000 gallons each.

In the State of Connecticut, propane is an important fuel in both the domestic and industrial/commercial arenas. Domestic uses include home heating (especially in areas where natural gas is not available), barbecue grills, recreational vehicles and camping. Industrial applications include fork lift fuel, kilns and engine fuels. Seventy five dealers provide the needed propane and butane to consumers in the state.

It is anticipated that the major impact of a shortfall of propane availability in the state would be the increase in prices. Market prices increase depending on the demand for the product. State of Connecticut's consumers will compete for product based on the demand from other states. The price consumers are willing to pay will be the deciding factor as to the level of availability.

11.3 Natural Gas Demand Reduction

Natural gas, once produced as an incidental by-product of petroleum, has gained popularity in the residential, commercial, and industrial sectors. It is consumed in residential space heating, water heating, cooking, clothes drying, and to some extent, refrigeration. Commercial applications include space and water heating, cooking, food processing, air conditioning, refrigeration and incineration. Industry uses natural gas as boiler fuel for generation of steam or electricity, space heating and incineration. In addition, gas is used in various industrial processing applications: food preparation, ceramic and cement kilns, metal melting and heat treating, glass manufacturing and others.

In the event of nationwide decreases in supplies of natural gas due to declines in natural gas production, in the State of Connecticut could be affected.

Shortages also can be differentiated in terms of their respective effects on consumers. First, a shortage may result if demand exceeds supply augmentation. In such situations, although both supply and demand increase, supply does not expand rapidly enough. As a result, some would-be customers are unable to procure a portion of the available supply.

A second variety of shortage occurs when, regardless of trends in demand, supply is decreasing at such a rate that existing customers are excluded from access to the supply, or the amount they received is partially curtailed. This second type of shortage normally carries with it more serious consequences for consumers accustomed to availability of the product in question.

Likely conditions causing either of these two scenarios include severe petroleum shortages which increase natural gas demand, reserve depletion and decreased exploration caused by lack of effective pricing, or a decline in the absolute size of the undiscovered natural gas base.

In addition to natural gas shortages caused by general supply-related disruptions, the possibility of shortages stemming from other causes exists. These may range from natural disasters to terrorism or even war. A major breakdown of pipelines or compressor stations could occur as a result of accidents or sabotage. The most vulnerable components in the natural gas system are critical pipeline interconnections, river crossings, compressor stations, and city gate stations. Today the highly interconnected U.S. transmission and distribution system constitutes such a complex set of targets that it reduces the opportunity for inflicting crippling damage. Also, many industries have dual fuel capacity which provides an alternate source during a disruption to a gas system.

An emergency caused by severe disruption, terrorism, or act of sabotage would probably require federal action. The federal DOE, Office of Energy Emergencies manages all interstate aspects of an energy crisis. In an energy emergency, it will activate the Energy Emergency Operations Center and be prepared for twenty-four hour operations. This will provide interagency coordination, state and local government liaison, and integrate contingency measures.

Potential Measures

Several measures should be considered if a supply disruption occurs. Among those are:

Public Information:

The program focuses on the residential, commercial and industrial sectors and has two main components. The first is a publicity effort informing all sectors on savings potentials by conservation methods. Such an effort could include mailing of this information as well as possible posters, radio and TV announcements. A second component of the measure is to encourage voluntary compliance with all other mandatory and voluntary measures outlined in the Plan.

The actual price of natural gas could in itself curtail demand. Therefore, higher prices caused by the shortage would cause the public to decrease their usage.

Several recommendations can be made regarding conservation with appliances such as washing machines, dryers, ranges, stoves and ovens and heating units. Specific details are outlined in the appendix of this plan.

State Government Emergency Conservation Program

Should the severity of the shortage worsen, the Governor could initiate and implement state government emergency conservation programs and encourage further conservation by the public and businesses.

Specifically, OPM, working with the governor's office, would require state agencies to institute conservation measures including temperature adjustments in state facilities, modified work schedules, and elimination of unnecessary lighting, equipment and appliances. This will decrease electrical demand, which is partially generated with natural gas.

Curtailment Plans

As has been previously mentioned, natural gas companies have existing curtailment plans that would be implemented should the situation be serious enough to warrant it.

11.4 Electricity Demand Reduction

Disruptions caused by storms which damage transmission and distribution arteries are the most likely and frequent source of power outages. An accident or unusual event at the nuclear plant could cause an extended plant shutdown. Another source of shutdown would be unanticipated regulatory requirements. Coal-fired generating units are vulnerable to disruptions in coal supplies.

Electric utilities serving the State of Connecticut have primary responsibility for directly responding to disruptions in electrical services. While each utility has some differences in their contingency plans, there are generally two sets of procedures for dealing with electrical shortages, each appropriate to a particular situation. In both situations, the method used to increase supplies is to purchase power from other utilities and non-utility generators. When this is insufficient, demand must be curtailed.

Potential Measures

Several measures should be considered if a supply disruption occurs. Among those are:

Public Information:

The electricity-related program is structured similarly to the natural gas program. It focuses on the residential, commercial and industrial sectors and has two main components. The first is a publicity effort informing all sectors how much can be saved by conservation methods. Such an effort will include mailing information as well as posters, radio and TV announcements. A second component of the measure is to encourage voluntary compliance with all other mandatory and voluntary measures outlined in the plan.

Voluntary conservation could focus on thermostat settings, efficient appliance usage, alternatives to electricity usage, etc. More detailed descriptions can be found in the appendix.

State Government Emergency Conservation Program

Should the severity of the shortage worsen, the Governor could initiate and implement state government emergency conservation programs and encourage further conservation by the public and by the business community.

Specifically, OPM, working with the governor's office, would require state agencies to institute conservation measures including temperature adjustments in state facilities, modified work schedules and elimination of unnecessary lighting, equipment and appliances.

Curtailment Plans

As has been previously mentioned, electricity companies have existing curtailment plans that would be implemented should the situation be serious enough to warrant it.

12. PETROLEUM FUELS SET-ASIDE PROGRAM

12.1. Introduction

The purpose of the State of Connecticut Set-Aside fuel plan is to ensure that emergency fuel needs are met should petroleum shortages occur. This is a "stand-by" plan which can only be implemented by the Governor once a state of emergency has been declared. It is a mandatory measure and would be implemented if essential services were no longer be able to secure sufficient supplies of fuels through the open market.

OPM will work with the petroleum suppliers and distributors to help police, fire and emergency agencies locate fuel prior to the need to implement this system as well as while the system is being implemented.

The set-aside system, which was used successfully between 1974-1981, requires a state's petroleum suppliers to reserve, or "set aside", up to 5 percent of their monthly deliveries. This reserve is used to meet emergency fuel needs for police, fire, ambulance services or other priority activities which need fuel to secure the public health and safety. Once emergency fuel needs are fulfilled, the reserve may be used to assist sectors of Connecticut's economy which are experiencing significant hardships from a fuel shortage.

OPM has been given the responsibility to prepare the set-aside plan and to keep this plan in a state of readiness. If the Governor mandates that the set-aside plan should be implemented, OPM will be the administrative entity.

12.2. Definitions

As used in this section, unless a different meaning clearly appears in the context:

"Agricultural production" includes the following:

1. Production of cash grains and field crops, including cotton and vegetables, melons, fruits and nuts, including food grown under cover; horticultural specialties, including the growing of flowers, nursery products and seeds; cattle, hogs, sheep, goats, dairy animals and dairy products, poultry and poultry products (including pheasants and quail) and rabbits; bees and honey; aquaculture, including fish, and other aquaculture species used for food.
2. Agricultural services, including soil preparation, the planting, cultivating, protection (spraying, dusting, etc.) and harvesting of crops, and preparation of crops for market.
3. Ornamental shrub and tree services, excluding landscape counseling and planning and lawn and garden services.

4. Forestry and forestry services including logging camps and logging contractors, sawmills and planing mills.
5. Commercial fishing, fish hatcheries and preserves, hunting, trapping and game propagation.
6. Manufacturing or processing foods and beverages for human and animal consumption, including soft drinks, beer, wine, ice and vegetable and animal fats and oils, but excluding dog, cat, and other pet food, chewing gum, and distilled, rectified and blended liquors.
7. Mining, milling, and manufacture of fertilizers, pesticides and agricultural chemicals.
8. Farm-to-market hauling and log trucking.
9. Water supply systems for farm irrigation.

"Area Shortage" means a situation in which a given area or community is suffering hardships because of an imbalance in supplies and/or distribution of petroleum products, for whatever reason, such that lines at service stations are longer, hours of dispensing fuel are shorter, and fuel is generally in shorter supply than in other comparable areas. If prime suppliers cannot readily correct the imbalance, then County officials or designated area representatives may apply to the state for hardship set-aside to correct the imbalance, providing documentation of the existence of such an area shortage. For purposes of this definition, an area or community may be a town, city, or unincorporated area; a military base exchange; or any well-defined or recognized area characterized by geographic features (e.g., a valley) or by traditional acceptance as a community.

"Assignment" means an action taken by OPM designating prime suppliers of petroleum products to supply state set-aside fuel to an eligible bulk-purchasing end-user, wholesale purchaser-consumer, or wholesale purchaser-reseller, to alleviate hardship or emergency conditions.

"Base Period" means the 12-month period immediately preceding the Governor's official declaration of a fuel shortage; it is intended to provide a supply benchmark for determining an applicant's needs or eligibility for set-aside supplies.

"Commercial use" means usage by those purchasers engaged primarily in the sale of goods or services and for uses other than those involving industrial activities in electrical generation.

"Consumer" means any individual, trustee, agency, partnership, association, corporation, company, municipality, political subdivision, or other legal entity which purchases petroleum products for ultimate consumption in the State of Connecticut;

"Emergency services" means law enforcement, fire fighting, emergency medical services and other groups which specifically provide essential health and safety emergency services.

"End-user" means any person, firm, or other entity which is an ultimate consumer of a petroleum product.

"Energy production" means the exploration, drilling, mining, refining (except for petroleum products), processing, production, and distribution of coal, natural gas, geothermal energy, petroleum or petroleum products, nuclear fuels and electrical energy. The definition also includes construction of facilities and equipment and similar capital goods.

"Essential services" (see Emergency Services)

"Firm" means any association, company, corporation, estate, individual, joint venture, partnership, sole proprietorship, or any entity however organized, including charitable and educational institutions and federal, state and local governments.

"Petroleum products" means motor gasoline, aviation gasoline, diesel fuel, propane, #2 heating oil, residual oil for utility and non-utility uses and bunker c fuel.

"Prime supplier" means that supplier which makes the first sale of any petroleum product into the state distribution system for consumption within the State of Connecticut.

"State set-aside" means, with respect to a given prime supplier, the amount of a petroleum product subject to the provisions of the state set-aside regulations, which is made available from the total supply of the prime supplier for utilization by OPM to resolve emergencies and hardships due to fuel shortages or dislocations in distribution.

"Wholesale purchaser" means a wholesale purchaser-reseller or wholesale purchaser-consumer or combination of both.

"Wholesale purchaser-consumer" means any person, firm or other entity which is an ultimate consumer of fuel and which, as part of its normal business practices, purchases or obtains a petroleum product subject to the state set-aside from a supplier and receives delivery of that product into a storage tank substantially under the control of that firm at a fixed location.

"Wholesale purchaser-reseller" means any person, firm, or other entity which purchases, receives through transfers, or otherwise obtains, as by consignment, a product subject to the state set-aside and resells or otherwise transfers it to other purchasers without substantially changing its form (for example, a service station).

12.3 Declaration of a Shortages

When an energy shortage occurs and essential services can no longer find sufficient quantities of fuel on the open market, the Governor, with the recommendation of OPM shall issue an Executive Order declaring an energy shortage emergency. When this has been done, the Governor may take steps as necessary to alleviate the effects of the shortage, including the activation of the state set-aside.

12.4 State Set-Aside Volume

- A. OPM shall notify each prime supplier of the monthly set-aside percentage, not to exceed 5 percent, applicable to each product subject to the set-aside program. Set-aside percentages will be made known to prime suppliers no later than 15 days prior to the beginning of each allocation month.
- B. The total set-aside volume available to OPM for any particular month shall be the sum of the amounts calculated by multiplying the state set-aside percentage level by each prime supplier's estimated supply for that month which will be sold into the state's distribution system for consumption within the State of Connecticut. The set-aside for a particular month may not be accumulated or deferred by the State, but shall be made available from current monthly stocks of prime suppliers.
- C. OPM shall confirm the set-aside volume for a particular month from the supplier's monthly report which shall be received by OPM no later than five working days prior to the first day of the applicable month.

12.5 Assignment of Set-Aside

- A. At any time during the month, OPM may order the assignment of all or part of a prime supplier's set-aside volume through the prime supplier's normal distribution system in the state.
- B. OPM shall assign set-aside to meet emergency and hardship requirements of all wholesale purchaser-consumers and end-users, including commercial and priority end-users who usually purchase fuel from wholesale purchaser-resellers. OPM may direct a prime supplier to supply set-aside to a wholesale purchaser-consumer or bulk-purchasing end-user directly, or to supply set-aside through the appropriate supplier to a commercial or priority end-user who purchases fuel at retail outlets.
- C. Ordinarily, OPM will not authorize assignment of set-aside fuel for requests involving less than 500 gallons, but exceptions may be made in special cases.

- D. Area Shortages: From time to time, OPM may designate certain geographical areas within the state as suffering from an intrastate supply imbalance, resulting in community hardship. At any time during the month, OPM may order some or all of the prime suppliers having retail outlets in such geographical areas to release part or all of their remaining set-aside volume through their normal distribution systems to increase the allocations of all the suppliers' retail outlets within such areas.
- E. The Office orders issued pursuant to this section shall be in writing and effective immediately upon presentation to the prime supplier. Those orders shall represent a call on the prime supplier's set-aside volume for the month of issuance, even if for some reason delivery cannot be made until the following month.
- F. OPM shall assign set-aside at the beginning of the month if an applicant can demonstrate that a supply emergency or hardship is faced which requires immediate attention. By the 15th day of the month, OPM shall make an initial determination as to how much of the set-aside product(s) not allocated by the 20th of the month will automatically revert to the supplier.

12.6 Base Period

A base period will be adopted by OPM and will be used as a "historical benchmark" from which OPM will evaluate the validity of any application for set-aside assignment.

The base period for all applicants will be the 12-month period immediately preceding the official declaration of a shortage emergency by the Governor.

All fuel made available to applicants will be assigned, when possible, to the supplier distribution system from which the applicant purchased fuel during the base period.

All applicants for set-aside will be required to list their base period purchases and the name(s) of their base period prime supplier(s) and/or distributor(s) on each application.

12.7 Supplier Liaison to the State

Each prime supplier shall designate a liaison person to act for and on behalf of the prime supplier with respect to the State set-aside program.

12.8 Price

Suppliers shall not discriminate in price for set-aside products, and shall not place a premium or spot price on set-aside volumes except to recover documented extra transportation costs to deliver the set-aside fuel in accordance with supplier's normal business practices.

12.9 Application Process

Who May Apply

An applicant may be a wholesale purchaser-consumer seeking an assignment from the state set-aside program to meet a hardship or emergency, or a commercial or priority end-user who customarily purchases fuel from a retail fuel outlet (service station) or jobber and who has a hardship or emergency situation. Wholesale purchaser-resellers are not eligible to apply for set-aside.

What to File

Application for assignment of fuel from the state set-aside may be made in writing or by telephone. Whether verbal or written, applicants must provide at least the following information: name, address, telephone number, name of contact person, category of applicant (wholesale purchaser-consumer or commercial retail purchaser), name of supplier, product brand and type, delivery location and a list of monthly purchases of fuel during the 12 months immediately preceding the state's declaration of a shortage emergency. In addition, wholesale purchaser-consumers shall state the nature of their emergency or hardship and the efforts made to manage the situation and to conserve fuel.

Each applicant shall identify any previous assignment order from the state set-aside program that was issued to applicant.

Each applicant shall provide a statement that his historical supplier is unable to supply his requirements through normal channels; if applicant does not have a supplier, a statement shall be submitted stating that he has contacted two suppliers who could not supply him with product, showing the identity of such suppliers.

An applicant should be prepared to supply any other relevant information requested by OPM.

When to File

All applications for state set-aside must be received by OPM by the 15th of the month for which fuel is being allocated. If the 15th falls on a weekend or on a state or federal holiday, the application must be filled out by the preceding normal weekday.

Where to File

Applications must be filed with the state agency to be designated by OPM.

12.10 Evaluation of Applications

Investigation

OPM may initiate an investigation of any statement in an application, whether written or oral, and utilize in its evaluation any relevant facts obtained by such investigation. OPM may solicit and accept submissions relevant to any application provided that the applicant is afforded an opportunity to respond to all such submissions. In evaluating an application, OPM may consider any other source of information.

Dismissal for Insufficient Information

If OPM determines that there is insufficient information upon which to base a decision and if, following a request, the necessary additional information is not submitted, OPM may dismiss the application without prejudice. If the failure to supply additional information is repeated or willful, OPM may dismiss the application without prejudice. In either case, the application will be denied.

Criteria for Assignment of State Set-Aside

There shall be assignments only to wholesale purchaser-consumers located within the State of Connecticut who experience hardship or emergency conditions, or to commercial end-users in priority categories who are customers of wholesale purchaser-resellers, through the appropriate supplier.

1. First priority for set-aside shall go to wholesale purchaser-consumers and end-users involved in emergency services. After those needs are met, the following, who buy either directly from prime suppliers or from wholesale purchaser-resellers, may be served. In the case of wholesale purchaser-resellers, assignment of fuel may be made through the appropriate supplier. The following list is not itself in any priority order, but the priority applies to all users listed:
 - ◆ Agricultural production, including agricultural trucking and agricultural aviation.
 - ◆ Aviation ground support vehicles and equipment.
 - ◆ Cargo, freight, and mail hauling by truck.
 - ◆ Emergency services.
 - ◆ Energy production.
 - ◆ Health care facilities.
 - ◆ Mass passenger transportation services.
 - ◆ Public utilities.
 - ◆ Sanitation services.
 - ◆ Street and highway maintenance and repair.
 - ◆ Telecommunication services.

♦ Vanpools.

2. Second priority shall go to all wholesale purchaser-consumers and end-users not listed above.
3. In addition to meeting the needs of priority end-users or wholesale purchaser-consumers, OPM may assign set-aside to alleviate an area shortage.
4. OPM may add to, delete from, or otherwise amend the priority classifications when the amendment is accomplished by written justification.

12.11 Decision and Authorization of Set-Aside Assignments

Decision

Upon receipt of the application and of other relevant information, whether written or oral, OPM shall make a decision denying or granting the application.

Authorizing Document ("order")

1. OPM shall issue to an applicant granted a set-aside assignment a document ("order") authorizing such assignment.
2. The authorizing document shall state that it is effective upon issuance and shall expire within 10 days of its issuance unless applicant presents a copy of the order to the prime supplier or a designated representative thereof within the 10 days.
3. OPM shall serve a copy of the authorizing document upon the applicant and a copy upon the state representative of the designated prime supplier.
4. OPM shall review only those priority certifications for emergency service applications for which the prime supplier and applicant cannot agree. Such review must be filed for as an appeal.

Supplier Responsibilities

Prime suppliers shall provide the assigned amount of a product specified in the order when presented with an authorizing document. Prime suppliers shall be responsible for smoothing out anomalous situations in their customers' base periods, such as a business being closed during a portion of the base period, by averaging the supplies during normal months of the base-period and substituting for the affected months.

Time Limits for Action on Applications

If OPM fails to take action on an application, whether oral or written, within 15 days of filing, then the applicant may treat the application as having been denied and may appeal as provided in these regulations.

12.12 Appeals

If an application for a set-aside allocation is denied or reduced, an applicant may request a review of its application by OPM Director. The applicant will have an opportunity to present additional information to support the request for set-aside. Due to the need to settle set-aside claims in a timely manner, the decision of OPM Director constitutes the final administrative remedy available to an applicant for state set-aside.

APPENDIX Y

**DIVISION OF EMERGENCY MANAGEMENT & HOMELAND SECURITY,
*COMMODITIES DISTRIBUTION STANDARD OPERATING PROCEDURE***

STATE OF CONNECTICUT

COMMODITIES DISTRIBUTION

STANDARD OPERATING PROCEDURE

Prepared By:
State of Connecticut SESF # 7
Commodities and Resource Support Group
Department of Emergency Services and Public Protection/
Division of Emergency Management and Homeland Security

Draft 6-19-12

TABLE OF CONTENTS

Contents

SECTION 1 – Situation and Assumptions.....	2
SECTION 2 – Concept of Operations / Ordering.....	3
Commodities Distribution Task Force.....	3
Daily Regional Commodities Orders.....	5
Municipal Commodities Request Form.....	6
SECTION 3 – State Staging Area Operations	7
SECTION 4 – Inventory Management	8
SECTION 5 – Establishment and Operation of Local Commodities Points of Distribution (Local C-PODs).....	9
SECTION 6 - Fuel Task Force Standard Operating Procedure (SOP).....	10
SECTION 7 – Additional Resources	11
FIGURE A – Commodities Distribution Information Flow Diagram	12
ATTACHMENT 1 – Fema Action Request Form.....	13
APPENDIX A – Field Communications	14
APPENDIX B – CT National Guard State Staging Area SOP.....	15
APPENDIX C List Of Local Commodities Points of Distribution	26
APPENDIX D –Suggested List Of Equipment For State Staging Area.....	39
APPENDIX E – Checklist For SSA Command Post Administrative Area.....	41
APPENDIX E – Suggested List Of Equipment For Type III Local Commodities Points of Distribution	42
APPENDIX F – Acronyms And Abbreviations	43

SECTION 1 – Situation and Assumptions

Situation

A significant storm or man-made threat has struck the State of Connecticut and its approximately 3.5 million residents. There are widespread power outages. Estimates from utility providers indicate it may take weeks if not a month to restore power, even longer in some areas. As a result of prolonged power outages, destruction of residences and property, and/or disruptions to some public water supply systems, it is estimated that over one million residents will require assistance with commodities. Depending on the level of state and federal involvement, the commodities may be as follows:

- Food
- Bottled Water
- Tarps
- Cots
- Plastic Sheeting
- Blankets
- Generators

Assumptions

1. The Governor has declared a state of emergency, under Section 28-9 of the Connecticut General Statutes (CGS).
2. A Presidential major disaster or emergency declaration is being considered, is imminent, or has been made. (Remember that federal fiscal disaster reimbursement assistance is not available until Presidential Disaster is declared, and that there are different thresholds for different programs.)
3. The State Emergency Operations Center (SEOC) is activated and staffed.
4. The Governor, DESPP/DEMHS Deputy Commissioner, the State Emergency Management Director, or their designee, has activated the Commodities Distribution Standard Operating Procedure and the Commodities Task Force (CTF) and State Staging Area (SSA) Team have been stood up.
5. The Governor's Office has ordered, through DEMHS, the establishment and operation of an SSA, i.e., Rentschler Field in East Hartford (or some other adequate facility) and is available for use for as long as necessary for distribution of commodities as listed above to assist the residents in need of life-sustaining emergency supplies.
6. The State has initiated its emergency commodities procurement process.

7. The State has requested federal assistance from FEMA; and the request has been approved, for direct support in the form of food, water, and other commodities and services that might be required by the State.
 - **NOTE:** These will not be provided for at least 72 hours after the disaster has occurred.
8. DEMHS regional offices have been activated and staffed.
9. Local authorities are establishing Local Commodities Points of Distribution throughout the disaster-affected areas and have activated Local Emergency Operations Centers.

SECTION 2 – CTF & SEOC Operations / Ordering

For at least 72 hours after a catastrophic disaster occurs, residents and municipal governments will be expected to provide for themselves, without State or Federal assistance. Thereafter, residents and local governments will be provided necessary and appropriate assistance through a coordinated Federal-State-Local disaster assistance delivery system.

Establishment of the Commodities Distribution Task Force (CTF) and State Staging Area (SSA)

Operations:

The SSA Team is responsible for receiving, offloading, and staging of commodities from FEMA at the SSA. Once they receive orders from the CTF at the State Emergency Operations Center (SEOC), they fill the order, load trucks, and deliver to town local commodities points of distribution.

At the SEOC, the CTF receives orders for commodities, transmits orders to the SSA team, receives fulfillment information from the SSA team, and reports back to requestors. The SEOC process includes a Commodities Liaison in each affected DEMHS Regional Office, as well as a Regional Information Manager for each affected DEMHS Region at the SEOC. The Commodities Liaisons will be trained DOC employees who are deployed by the DOC as requested by DEMHS. The Commodities Liaisons will be members of the CTF.

Upon activation of the Commodities Distribution SOP, the CTF will establish a daily communications rhythm for commodities ordering, delivery, and status reporting. The CTF reports to the SEOC Operations Section on fulfillments at an established time each day. At the end of the day, the CTF leader is responsible for two (2) reports:

1. Work Assignment Sheets (e.g., ICS 204) – The CTF leader is responsible for coordinating with the SSA Team Leader for the work assignment sheets for both teams which details the who, what, and where of work assignments for the next day's IAP.
2. A report of how many commodities have been ordered and delivered and to how many towns. (may be obtained from Web EOC).

Upon receipt of this information from the CTF Leader, the SEOC Operations Section Chief is responsible to bring this information to the Incident Action Plan (IAP) planning and tactical meetings for inclusion in the IAP, and to the Situation Assessment Unit of the Planning Section for inclusion in Situation Reports.

Life-sustaining commodities, specifically food and water, are a priority. Local governments will communicate requirements for food, water and other commodities, using the Local Commodities Request Form (See Attachment 1) to their applicable DEMHS Region Office who will then compile requirements and send to the SEOC (See FEMA Attachment 2). As needed and requested by the State Emergency Management Director or his designee, DOC will provide a CTF Liaison to staff each DEMHS Regional Office.

DEMHS, in conjunction with FEMA and other appropriate organizations represented at the State Emergency Operations Center, will work with DEMHS Regional Offices to determine quantities of life-sustaining commodities required state-wide. FEMA will provide life-sustaining commodities that the State is not able to provide for itself. FEMA-provided commodities will arrive at a State Staging Area (SSA) and will be re-directed by state officials to Local Commodities Points of Distribution operated by local authorities. (See Commodities Distribution Information Flow at Figure A).

Upon activation of the CTF, the CTF, in consultation with representatives of FEMA, representatives of the 2 major electric utility companies (Northeast Utilities and United Illuminating) and the Department of Public Health Drinking Water Supply Unit will determine the initial order of food, water, ice and tarps based on the Army Corps of Engineers (USACE) “needs requirement” model. (See the website at <http://www.english.usace.army.mil/igp/index.html> .) This model projects that 40% of persons without power statewide will require food and water and perhaps ice and tarps.

Model results will be tailored in accordance with the practical experience of FEMA representatives and other factors related to the disaster. It is anticipated that commodities orders may be reduced from the numbers indicated in the USACE needs requirement model based on FEMA’s experiences in previous catastrophic disasters around the country.

The initial order of commodities by the state will be enough for a three-day period. The order will be written on a FEMA Action Request Form (ARF) (See Attachment 1) by the CTF and signed by the Governor’s Authorized Representative (GAR), the Alternate GAR (AGAR), or a DEMHS representative in possession of an appropriate letter of authorization from the Governor or GAR/AGAR.

The aforementioned individuals will be authorized to complete and submit Action Request Forms to FEMA and to sign as the “State Approving Official”, obligating the State to pay any required cost share for commodities.

Daily Regional Commodities Orders

After commodities have begun arriving at the SSA, and upon direction from the CTF, each affected DEMHS Regional Office will collect commodities orders each morning from its municipal EOCs to determine requirements for food and water. Remember that orders submitted each day should indicate the next day's requirements.

A regular schedule for placement of commodities orders will be determined at the beginning of the incident. Each municipality will indicate the number and type of Local Commodities Points of Distribution (Local C-PODs) that will be operating during the upcoming operational period (e.g., 0800 to 2000 for public distribution).

Municipalities requiring commodities for the upcoming operational period must communicate their commodities requirements to the appropriate DEMHS Regional Office through the Municipal Commodities Request Form via Web EOC by a specified time each morning. Other methods of communication may be necessary if Web EOC is not operating, such as fax, email, or phone. Requests received by the DEMHS Regional Office after the daily deadline, will be noted as a "late order."

NOTE: The State will only attempt to fill late orders if there are sufficient supplies of commodities available.

After the initial order, local officials will order commodities daily based on the amount of remaining commodities and on the demands/needs of the public for additional commodities such as ice and tarps. Requests for generators will be forwarded to the Fuel Task Force.

The CTF will communicate the status of commodities requests back through the DEMHS Regional Office to municipalities on a regular schedule, which will be established upon the activation of the CTF. The CTF will provide the municipalities with information on the size of the order, so that the municipalities can make the proper arrangements at their Local C-PODs. The Regional Coordinator may communicate with the municipalities through the Commodities Liaison deployed to the DEMHS Regional Office. (See Commodities Distribution Information Flow at Figure A).

The attached Commodities Request Form can be used to determine needed commodities, and to track orders:

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



ESF 7

Municipal Commodities Request Form

Each day, DEMHS Regional Office will collect requirements for food and water. Each municipality will indicate the number and type of Local Distribution Points (LDPs) that will be operating during the upcoming operational period (i.e. 0800 to 2000 for public distribution). Municipalities requiring commodities for the upcoming operational period must communicate their commodities requirements to the appropriate DEMHS Regional Office through this form via Web EOC, or other means of communication by a specified time each morning, if requested to do so. Requests received by the DEMHS Regional Office after the normally scheduled conference call will be passed to the State EOC Operations Group orally or via fax or email and noted as a "late order."

NOTE: The State will only attempt to fill late orders if there are sufficient supplies of commodities available.

Town _____

Requestor _____

Point of Distribution Contact

Name _____

Phone _____

Location _____

Food and Water

Provide the number of people and the anticipated number of days (check if needed):

- Food # people _____ # days _____ dates requested: initial date _____ thru _____
- Water # people _____ # days _____ dates requested: initial date _____ thru _____

Ice

Provide the number of bags needed. The Unit of Measure is 8 lbs. each: # bags _____

Cots

Provide the number of cots, with or without blankets and/or the number of blankets.

- Cots # _____ with blankets Yes No
- Blankets only # _____ each

Tarps

Provide the number of tarps needed. Tarps size is 20' x 25' # _____ each

SECTION 3 – SSA Operations

See Appendix B for the Connecticut National Guard Standing Operating Procedure for the Commodities State Staging Area.

SECTION 4 – Inventory Management

1. Food and water will be distributed to a Local Commodities Points of Distribution (Local C-POD) from the time it commences operation until it ceases operations.

Donations Management

The procedure for accepting donated water only is as follows:

1. Shipments of donated water arriving at the State Staging Area (SSA) will be moved out of line by Access Control Point personnel, and staged in a separate area.
2. The SSA manager will contact the CTF leader at the SEOC, who will request an inspection from DPH.
3. Once inspected and cleared, the water will be moved back into regular inventory for distribution.

If donated commodities other than water arrive at the State Staging Area, they will not be accepted unless specifically authorized on a case by case (i.e., truck by truck) basis by the CTF in coordination with DEMHS, the Military Department, the SEOC Donations Management Task Force and any appropriate state regulatory agency (e.g., DPH, the Department of Consumer Protection.)

SECTION 5 – Establishment and Operation of Local Commodities Points of Distribution (Local C-PODs)

The Division of Emergency Management and Homeland Security (DEMHS) will notify local authorities statewide or in appropriate areas of the State if a decision is made by the State to obtain and provide commodities for distribution to local authorities.

Local authorities will determine whether and when to begin commodities distribution operations in their respective municipalities and will be responsible for activating, staffing, equipping and operating pre-identified Local Commodities Points of Distribution (Local C-POD) in accordance with guidance provided by the U.S. Army Corps of Engineers. (See Supplement or the website at <http://www.englink.usace.army.mil/igp/index.html>)

A municipality must have at least one Local C-POD staffed and equipped before the State will direct commodities to the municipality. See Appendix C for a List of Local Commodities Points of Distribution.

Local Emergency Operations Centers (EOC) will communicate requirements for commodities via a conference call with the appropriate DEMHS Regional Office at a regular established time each day. Other methods of communication may be necessary, such as Web EOC, fax, or satellite phone.

Towns must operate Local C-POD in support of their residents, which must be opened, staffed, and ready to receive commodities as necessary to support operations, including possible 24 hour/7 day a week operations.

A local official at the Local C-POD will be required to receive shipments by signing a Property Transfer Report and any other required paperwork provided by the driver.

Local C-POD will immediately notify their local EOC when shipments are received. A CTF member will notify local EOCs of when their shipments are to be expected. A CTF member will also contact local EOCs and confirm receipt of commodities. The CTF member may be a Commodities Liaison stationed at the DEMHS Regional Office.

SECTION 6– Fuel Task Force Standard Operating Procedure

Fuel Task Force: This task force is made up of the Department of Motor Vehicles (DMV), DEMHS, Department of Transportation (DOT), Department of Administrative Services (DAS), Connecticut National Guard (CTNG), Department of Consumer Protection (DCP), and other fuel partners including the Independent Connecticut Petroleum Association, the Connecticut Chapter of the National Propane Gas Association, the Motor Transport Association of Connecticut and the Connecticut Petroleum Council. Its mission is the restoration and provision of emergency fuel, and generators for power needs, including:

1. Priority restoration of power to all of the DOT Service Plazas along I-95, I-395 and Rte. 15;
2. The monitoring of the supply of the state's eight (8) fuel terminals;
3. Establishing communications with municipalities to determine fuel and generator needs for emergency responders and critical infrastructures, in coordination with the CTF;
4. Establishing communications with utilities to determine status of their back-up power sources to aid in restoration efforts;
5. Coordinating with FEMA to obtain generators when demand exceeds supply (size and/or number) and the US Army Corps of Engineers to assess installation requirements;
6. Providing information to the public concerning open retail fuel outlets;
7. Communicating with public service companies and emergency responders regarding fuel needs and availability;
8. Coordinating fuel access at state DOT locations for municipal vehicles involved in the emergency effort.

The Fuel Task Force (FTF) will be led by the DMV, with possible co-leadership by DEMHS or the CT National Guard. At the SEOC, the FTF receives fuel issues from the SEOC intake process, transmits requests for assistance to the appropriate state agency representative, receives fulfillment information, and reports back to requestors. Upon activation of the Commodities Distribution Standard Operating Procedure, the FTF will establish a daily communications rhythm for information gathering, ordering, delivery, and status reporting.

If the FTF is unable to fulfill the request with state agency assets, then a request for federal assistance will be made through FEMA. The FTF reports to Operations Section on fulfillments at a regular, established time each day, assuming that fuel supplies will be "restocked" overnight. At the end of the day, the FTF leader is responsible for two (2) reports:

1. Work Assignment Sheet (e.g., ICS 204 form) – The FTF leader is responsible for the work assignment sheet, which details the who, what, and where of work assignments for the next day's Incident Action Plan (IAP).
2. A report of how many fuel issues have been received, what municipality or other facility has been assisted, and how they have been resolved.

The Operations Section Chief is responsible to bring this information to the IAP planning and tactical meetings for inclusion in the IAP, and to the Situation Assessment Unit of the Planning Section for inclusion in Situation Reports.

SECTION 7 – Additional Resources

US Army Corps of Engineers – Commodity Distribution Planning Guidance

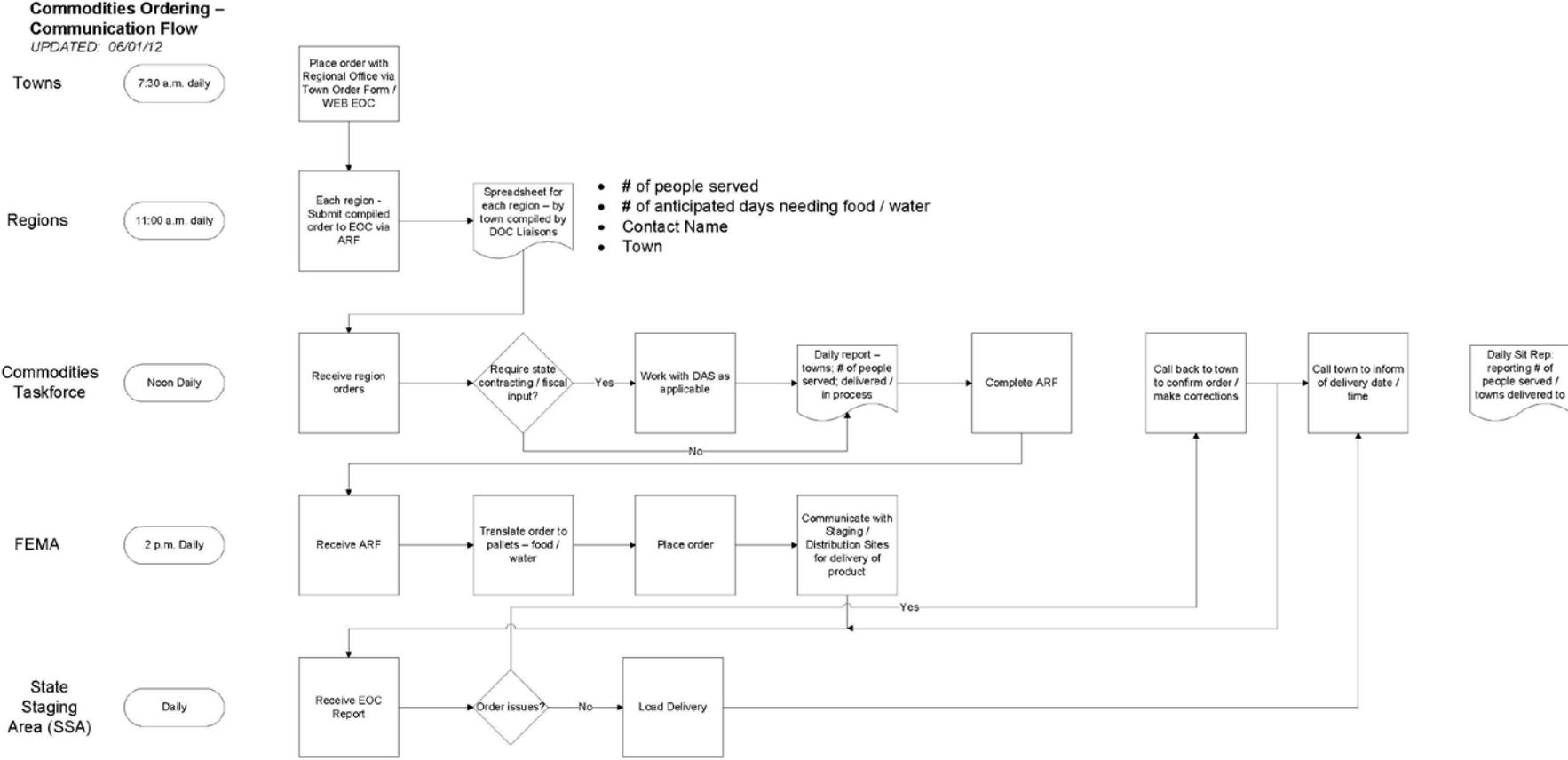
FEMA – Point of Distribution (POD) Training

State Response Framework (SRF)

Fuel Task Force Standard Operating Procedure (see Section 7, below)

DRAFT

FIGURE A – Commodities Distribution Information Flow Diagram



Communication Modes

- WEB EOC
- Cell Phone
- Landline
- Radio
- Fax

Commodities Taskforce Members

- EOC based team – DOC / DESPP
- 5 Region Liaisons – DOC / DESPP
- DAS contract sourcing staff
- DESPP Procurement / Finance staff
- CT National Guard
- Chairperson - DOC

**State of Connecticut Commodities Distribution
Standard Operating Procedure**

ATTACHMENT 1 – Fema Action Request Form

U.S. Department of Homeland Security Federal Emergency Management Agency		See Reverse for Paperwork Disclosure Notice	OMB No. 1660-0047 Expires November 30, 2007	
ACTION REQUEST				
I. REQUESTING ASSISTANCE (To be completed by Requestor)				
1. Requestor's Name (Please Print)		2. Title		3. Phone No.
4. Requestor's Organization		5. Fax No.	6. Email Address	
II. Requested Assistance (Completed by Requestor)				
1. Description of Requested Assistance:				
2. Quantity		3. Priority: <input type="checkbox"/> Lifesaving <input type="checkbox"/> Lifesustaining <input type="checkbox"/> Normal <input type="checkbox"/> High <input type="checkbox"/> Medium		4. Date and Time Needed
5. Delivery Site Location:			6. Site Point of Contact (POC)	
			7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature				10. Date
III. Sourcing the Request - Review/Coordination (Operations Section Only)				
1. <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> Log Review by: _____ <input type="checkbox"/> Other Coordination by: _____ <input type="checkbox"/> Other Coordination by: _____ <input type="checkbox"/> Other Coordination by: _____		2. <input type="checkbox"/> Donations <input type="checkbox"/> Other (explain) <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment		
3. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No		4. Date	5. Time Assigned	
6. Action Request ESF# Other		7. Assigned to		
IV. STATEMENT OF WORK (Operations Section Only)				
1. OFA Action Officer:		2. 24 Hour Phone No.		3. Fax No.
4. FEMA Project Officer:		5. 24 Hour Phone No.		6. Fax No.
7. Justification / Statement of Work:				
8. Estimated Completion Date:				
				9. Cost Estimate:
V. Action Taken (Operations Section Only)				
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Accountable Property Coordinated with APO				
Disposition:				
TRACKING INFORMATION (FEMA USE ONLY)				
ECAPS/NEMIS Task ID:		Action Request No.	Program Code/Event #:	
Received by (Name and Organization):		State:	Date/Time Submitted:	
			<input type="checkbox"/> Originated as verbal	

FEMA Form 90-136, NOV 04 (This particular form has been updated for compatibility with DART)

APPENDIX A – Field Communications

If necessary and requested, DEMHS may provide a low-band radio and a radio-equipped DEMHS agency vehicle with low-band radio and satellite radio to the SSA Command Post for communications with the State EOC. The low-band radio in the Command Post will operate on DEMHS low-band Frequency 2 and will communicate with a dedicated DEMHS low-band radio at the EOC specifically assigned to communicate with the SSA Command Post.

FEMA will provide communications between and among its management team representatives and other FEMA representatives and staff.

DEMHS will arrange for Amateur Radio support, if necessary, at the SSA Command Post through the Civil Air Patrol.

If necessary, DEMHS may request AT&T to provide a mobile cell tower and cell phones to provide cellular communications at the SSA.

DRAFT

**Appendix B--CT NATIONAL GUARD STANDING OPERATING
PROCEDURE FOR COMMODITIES STATE STAGING AREA**

TABLE OF CONTENTS

- 1. PURPOSE**
- 2. APPLICABILITY**
 - a. CONCEPT OF SUPPORT**
- 3. ACTIONS UPON RECEIPT OF MISSION**
- 4. RESOURCE REQUIREMENTS**
 - a. BASIC SITE REQUIREMENTS**
 - b. BASIC MANPOWER REQUIREMENTS**
 - c. EQUIPMENT REQUIREMENTS**
 - d. EXTERNAL STAFFING REQUIREMENTS**
- 5. BATTLE RHYTHM**
- 6. MATERIAL RELEASE ORDER FLOW CHART**
- 7. REPORTS AND TRACKERS**
 - a. PERSONNEL**
 - b. TRANSPORTATION**
 - c. MATERIAL MANAGEMENT**
 - d. TOC (BATTLE CAPTAIN/MESSAGE CENTER)**

1. PURPOSE: This SOP outlines the responsibilities and resource requirements of HQ, 143rd CSSB while performing Commodity Distribution at a State Staging Area (SSA) in support of civil authorities.

1. APPLICABILITY: This SOP applies to all personnel assigned, attached or under the operational control of HQ, 143rd CSSB.

a. CONCEPT OF SUPPORT: HQ, 143rd CSSB establish a central SSA in support to civil authority.

- i. Receives, offloads, stores, accounts for, and distributes commodities ICW CT-DOC.
- ii. Provides a centralized/semi-centralized commodity pick up point for affected municipalities.
- iii. Provides a scalable force capable of delivering supplies to severely affected areas on a limited basis

2. ACTIONS UPON RECEIPT OF MISSION

a. MISSION ANALYSIS: The staff will analyze WARNO/OPORD for site suitability, trafficability and manning requirements and the Officer In Charge (OIC) will report capabilities and shortcomings to headquarters.

b. ALERT ROSTER: Entity chosen to complete mission will call all members to gauge initial staffing capabilities.

c. CONTRACTING REQUESTS AND STAFFING: OIC will request support for both equipment and manpower that the organic entity cannot sustain on its own to headquarters.

d. SITE OCCUPATION: Advanced Party will coordinate and prepare the site for occupation by main body effort. Main body falls in and is prepared to officially activate the SSA and distribute commodities by times dictated within the Operations Order.

e. ESTABLISH INITIAL OPERATING CAPABILITY

f. ATTAIN FULL OPERATING CAPABILITY

3. RESOURCE REQUIREMENTS

a. **Basic Site Requirements (To Establish and Run Commodity Distribution Operations) the site should be at a minimum:**

- i. a relatively open area approx. 500m x 2000m
- ii. contain a strip of paved road 1500' long
- iii. provide sufficient onload/offload and transfer areas
- iv. centrally located to the affected towns and municipalities
- v. provide adequate access to major roadways (i.e. Interstates 91, 84 and 95) without causing significant congestion

b. **Basic Manpower Requirements**

i. **Tactical Operations Center (TOC) Staff**

1. **Battalion Commander/OIC (SSA Supervisor):** Exercises Command and Control (C2) over all personnel assigned to the mission while advising headquarters on the status of external logistical support.
2. **Executive Officer:** Serves as the Chief of Staff, directing and supervising the staff on site. Oversees the coordination between headquarters and subordinate units.
3. **Battalion Command Sergeant Major/NCOIC:** Supervises all enlisted personnel and responsible for the execution of all orders issued by OIC.
4. **Support Operations Officer (SPO):** Develops the Sustainment Plan and Integrates external support.
5. **Battle Captain (BC):** Is responsible for managing the Operations Center distributes Warning, Operations and Fragmentary Orders as they are published.
6. **Message Center Monitor:** Responsible for managing correspondence. Ensures messages are directed to the correct individuals and keeps a running log of all correspondence, to include RFIs.

- 7. S1 OIC and NCOIC (Personnel):** Provides administrative/personnel support to SM called to duty on the SSA (process payroll information, awards, and medical care, etc.)
- 8. S3 OIC and NCOIC (Operations):** Manages current operations, advises the BC to any change in mission, and delivers reports to HHQ headquarters as needed. Works hand-in-hand with the Battle Captain to ensure all orders are properly produced and distributed in a timely manner.
- 9. S4 OIC and NCOIC (Supply):** Responsible for managing the internal logistic of the unit to sustain operations. Accounts for all equipment, tracks usage, ensures mess and maintenance service operations are completed. Prepares analysis of organic equipment in order to process requests for necessary resources from outside organizations. Manages fuel consumption as well as contracting of equipment not organic to the operation.
- 10. S6 OIC and NCOIC (Communications Support):** Develops and executes the communications plan to ensure the unit has all required capabilities, provides on-site technical support and assistance.
- 11. Transportation OIC/NCOIC:** Assists the SPO in planning and coordinating transportation (distribution) support missions, analyzes internal assets to determine capabilities, designates routes, assesses and advises the trafficability of routes.
- 12. Material Management OIC/NCOIC:** Receives external municipality requests from Material Management Cell and processes them in conjunction with the Transportation section. Issues reports of on hand and delivered commodity quantities and creates Material Release Orders (MROs) to be signed by Department of Corrections and Town representatives.
- 13. Distribution Representative:** Reports all internal transportation capabilities directly to the Transportation section. Assigns vehicles and drivers for missions based on MROs. Tracks missions as they depart the SSA, complete

download and return to the SSA and reports status to Battle Captain.

14. Medics: Responds to any injury sustained during SSA Operations. Provides transportation to external medical facility (as required).

15. Fuelers: Responsible for ensuring all vehicles are fueled and reports usage to the S4. Oversees all refueling operations, to include fueling organic vehicles and rental equipment (if required).

ii. Commodity Distribution (Yard) Staff

1. Officer in Charge/NCO in Charge: Oversees all loading and unloading operations within the Distribution Point. Enforces all safety regulations/shift changes and interacts with TOC personnel as needed in order to manage the flow of traffic in/out of the SSA.

2. Commodity Upload OIC: Oversees the loading of commodities into vehicles. Ensures the correct count and signs off on MROs prior to any mission leaving the SSA.

3. Commodity Download OIC: Oversees the offloading of all commodities into the yard. Provides Material Management with an exact count by pallet. Interacts with the Yard OIC and reports capabilities as needed.

4. Forklift Operators: Licensed personnel capable of operating both military and commercial forklifts for both Upload/Download operations within the SSA.

5. General Workers: Provide site support as required.

6. MRO NCOIC: Provides Upload OIC with a copy of the MRO and works with forklift/pallet jack operators to load a truck for shipment.

7. FEMA Order Representative: Works with CT-DOC representative and FEMA driver in order to ensure the proper paperwork is completed prior to downloading commodities from a FEMA truck into the SSA.

- 8. Truck Drivers:** Licensed personnel capable of operating vehicles designated to deliver commodities to municipalities per MRO request.
 - 9. Assistant Drivers:** Personnel (preferably licensed on the designated vehicle) who serve as chief navigator and inspector of all loads. Ensures vehicle is properly serviced and maintained in case it is designated for a shipment on a moment's notice.
 - 10. Security Personnel:** Responsible for directing the flow of traffic in and out of the SSA at points designated by the SPO. Security OIC will report to the SPO and provide reports to security breaches and concerns as necessary.
 - 11. Runners:** Responsible for relaying messages and MROs to and from the TOC.
- c. Basic Equipment Requirements (Quantities of Equipment dependent on size of chosen site and scale of operation and determined once the unit has completed a recon of the site). Initially identified requirements are listed below.**
- i. *Light Sets
 - ii. *Portable Toilets/Latrines (Port-o-Lets)
 - iii. *Yard Ramp, 36', portable, 20,000lb capacity
 - iv. *Tentage [Drash] (Operations Center, Warming/Break, Mess, Sleep, etc.
 - v. *Portable or fixed loading ramps (facility dependent)
 - vi. *Trailer, 48', single-drop 2/beavertail load rams
 - vii. Command Trailer
 - viii. *Forklifts (to include Propane Tanks for immediate fuel resupply)
 - ix. Water Buffalos
 - x. *Pallet Jacks
 - xi. Handheld Radios (For internal communications between TOC, Yard and Security Personnel)
 - xii. Laptops
 - xiii. Mi-Fi/Wi-Fi Connectivity Cards (Internet Access)
 - xiv. Plug-and-Play Printers
 - xv. Fueller (HEMTT M978 with Environment Spill Kit)
 - xvi. Engineer/Caution Tape

- xvii. *Traffic Cones
- xviii. M915 Tractors with flatbed Semi-Trailer
- xix. 15-PAX Vehicle
- xx. 7-PAX Vehicle
- xxi. Gators
- xxii. *Traffic Signs
- xxiii. Cell phones
- xxiv. Field Ambulance (for Medics)
- xxv. Tactical Vehicles (for Entry Control Points/Security Detail) w/comms

*Note: State contract support required

d. External Staffing Requirements

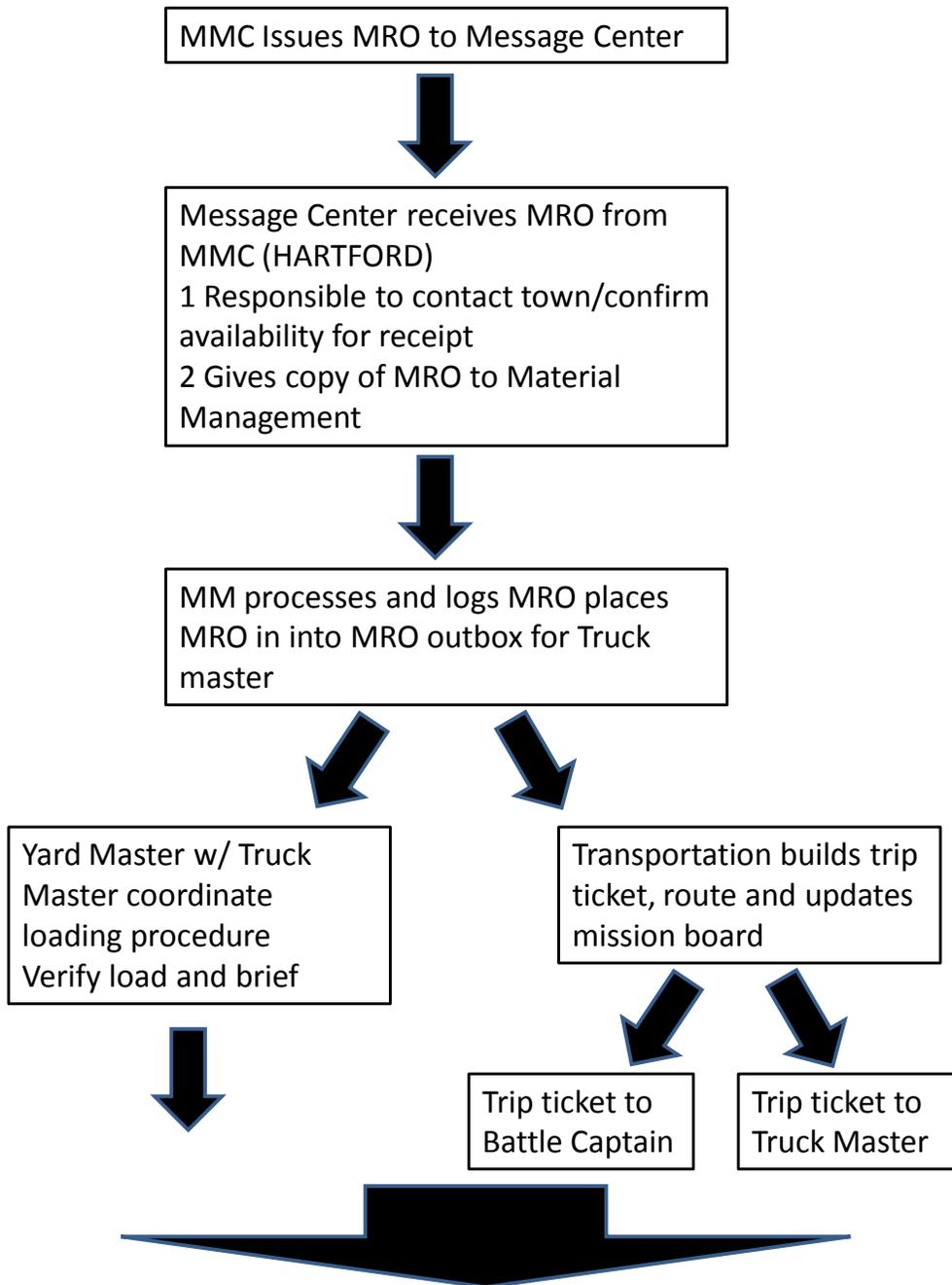
- i. Material Management Cell (MMC):** Directly coordinates with DEMHS and FEMA representation in Hartford and higher headquarters to processed and vet incoming commodity requests from municipalities. MMC calculates town needs and provides MROs to SSA.
- ii. Department of Corrections Signature Authority:** Accept all incoming FEMA commodities on behalf of the State of Connecticut and accounts for all outgoing commodity shipments delivered to municipalities.
- iii. Entry Control Point/Security Detail:** Provides SSA security by ensuring only approved vehicles and personnel enter/leave the SSA. Directs flow of traffic, provides guidance on possible choke points/unsafe areas and reports incidents to the TOC.

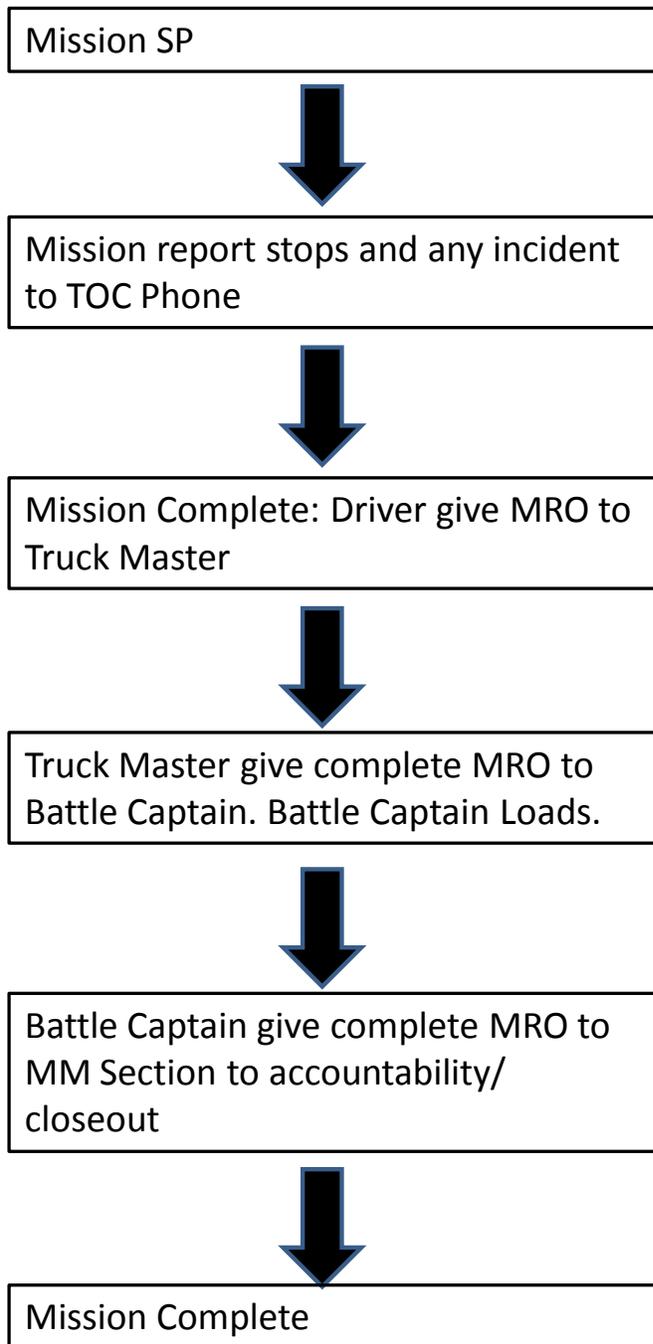
4. BATTLE RHYTHM

- a. This battle rhythm is based on three, nine-hour shifts, to include reports due to HHQ headquarters. ***ALL REPORTS AND TIMES ARE SUBJECT TO CHANGE BASED ON MISSION ANALYSIS, Higher Headquarters (HHQ) INTENT AND THE SITE OIC'S RECOMMENDATIONS.***

TIME	ACTION	METHOD/LOCATION
0400	GREEN ONE REPORT DUE	VIA EMAIL TO HHQ
0400	LOGSTAT REPORT DUE	VIA EMAIL TO HHQ
0400	STORM REPORT DUE	VIA EMAIL TO HHQ
0400	COMMODITIES DISTRIBUTION REPORT DUE	VIA EMAIL TO HHQ
0700	TOC SHIFT CHANGE BRIEF	TOC
0730	TOC SHIFT CHANGE	TOC
1000	COMMODITIES DISTRIBUTION REPORT DUE	VIA EMAIL TO HHQ
1500	GREEN ONE REPORT DUE	VIA EMAIL TO HHQ
1500	LOGSTAT REPORT DUE	VIA EMAIL TO HHQ
1500	STORM REPORT DUE	VIA EMAIL TO HHQ
1500	COMM. DISTRO REPORT DUE	VIA EMAIL TO HHQ
1500	OIC SITREP	TOC
1500	TOC SHIFT CHANGE BRIEF	TOC
1530	TOC SHIFT CHANGE	TOC
2300	TOC SHIFT CHANGE BRIEF	TOC
2330	TOC SHIFT CHANGE	TOC

5. MATERIAL RELEASE ORDER FLOW CHART





6. REPORTS AND TRACKERS

All Reports and Trackers can be found via AKO/GKO by following this link: **TBD.**

a. S-1 (Personnel)

**State of Connecticut Commodities Distribution
Standard Operating Procedure**

APPENDIX C – List Of Local Commodities Points of Distribution

Town	Local C-POD Name & Address	Local C-POD Type	Region #
6/11/08			
Andover	Andover Elementary School 35 School Rd, Andover	III	3
Ansonia	Ansonia Public Works North Division St, Ansonia	II	2
Ashford #1	Ashford Senior Center 25 Tremko Lane, Ashford	III	4
Ashford #2	Cedar Hollow Shoppes Plaza 141 Nott Highway, Ashford	III	4
Avon	Avon Public Works 11 Arch Rd, Avon	II	3
Barkhamsted	Barkhamsted Elementary School 65 Ripley Hill Rd, Barkhamsted	III	5
Beacon Falls	Beacon Falls Fire House 35 North Main St, Beacon Falls	III	5
Berlin	Sage Park 1517 Berlin Turnpike, Berlin	II	3
Bethel #1	Bethel High School Parking Lot 3000 Whittlesey Drive, Bethel	III	5
Bethel #2	Bethel Municipal Center 1 School Street, Bethel	III	5
Bethlehem	Bethlehem Elementary School 92 East St, Bethlehem	III	5
Bloomfield	Bloomfield High School 5 Huckleberry Lane, Bloomfield	III	3
Bolton	Notch Rd Municipal Center/Bolton Center School 104-108 Notch Rd, Bolton	III	3
Bozrah	Bozrah Dept. of Public Works 227 Fitchville Rd, Bozrah	111	4
Branford	Walmart Lot 120 Commercial Parkway, Branford	II	2
Bridgeport #1	Food World Parking Lot 345 Huntington Turnpike, Bridgeport	I	1
Bridgeport #10	Shaw's Supermarket Parking Lot 500 Sylvan Ave, Bridgeport	II	1
Bridgeport #11	General Electric Parking Lot 1285 Boston Ave, Bridgeport	3 IIIs	1
Bridgeport #12	United Technologies Sikorsky Aircraft Parking Lot	III	1

	1043 South Ave, Bridgeport		
Bridgeport #13	Stop & Shop Supermarket Parking Lot 2600 Madison Ave, Bridgeport	III	1
Bridgeport #2	Veterans Park 4450 Park Ave, Bridgeport	I	1
Bridgeport #3	Brookside Shopping Center 4537 Main St, Bridgeport	I	1
Bridgeport #4	Bullard Havens Technical Vocational School Athletic Field Parking Lot 500 Palisade Ave, Bridgeport	II	1
Bridgeport #5	Bob's Discount Furniture Parking Lot 815 Lafayette Blvd, Bridgeport	I	1
Bridgeport #6	Harbor Yard Parking Lots corner of Broad & Allen Sts, Bridgeport	2 Is	1
Bridgeport #7	Shoreline Star Parking Lot 165 Kossuth St, Bridgeport	I	1
Bridgeport #8	Sikorsky Memorial Airport Parking Lot 1000 Great Meadows Rd, Bridgeport	II	1
Bridgeport #9	Captain's Cove Marina/Seaport 1 Bostwick Ave, Bridgeport	II	1
Bridgewater	Bridgewater Fire Dept. 100 Main St South, Bridgewater	II	5
Bristol	Bristol Senior Citizens Center 240 Stafford Ave, Bristol	II	3
Brookfield	Brookfield High School 45 Longmeadow Hill Rd, Brookfield	III	5
Brooklyn	Brooklyn Fairgrounds Canterbury Rd (RT 169), Brooklyn	III	4
Burlington	Burlington Town Hall 200 Spielmen Highway, Burlington	III	3
Canaan	Canaan Municipal Offices 108 Mains St, Canaan	III	5
Canterbury	Brom's Restaurant Parking Lot 180 Westminster Dr (RT 14) between Municipal Dr and Knollwood Dr, Canterbury	III	4
Canton	Mill Pond Recreation Center 10 East Hill Rd, Canton	III	3
Chaplin	Chaplin Town Hall 495 Phoenixville Rd (RT 198) Chaplin	III	4
Cheshire	Cheshire Community Pool Parking Lot 520 Main St, Cheshire	I, II, or III	2
Chester	Chester Airport 61 Winthrop Rd, Chester	III	2
Clinton	Morgan High School Killingworth Turnpike, Clinton	?	2
Colchester #1	Colchester Recreation Complex 215 Old Hebron Rd, Colchester	II	4

State of Connecticut Commodities Distribution
Standard Operating Procedure

Colchester #2	Bacon Academy High School 611 Norwich Ave, Colchester	II	4
Colebrook	Colebrook Senior/Community Center 562 Colebrook Rd, Colebrook	III	5
Columbia #1	Columbia DPW Highway Garage 89 RT 6, Columbia	III	4
Columbia #2	Old Fire House 166 RT 66, Columbia	III	4
Cornwall	Cornwall Consolidated School 5 Cream Hill Rd, Cornwall	III	5
Coventry	Coventry Town Hall 1712 Main St., Coventry	II	4
Cromwell	Pierson Park 5 West St, Cromwell	III	3
Danbury	Danbury Municipal Airport Wibling Rd, Danbury	III	5
Darien #1	Middlesex Middle School 204 Hollow Tree Ridge Rd, Darien	II	1
Darien #2	Darien High School 80 High School Lane, Darien	II	1
Darien #3	Darien Town Hall 2 Renshaw Rd, Darien	II	1
Deep River	John Winthrop Jr. High 1 Winthrop Rd, Deep River	III	2
Derby #1	Derby High School Front & Rear Parking Lots 8 Nutmeg Ave, Derby	III	2
Derby #2	Bradley School Front Parking Lot David Humphrey Rd, Derby	III	2
Durham	Durham Fairgrounds RT 17 & Canfield Lane, Durham	II	2
East Granby	East Granby Middle/High School 95 South Main St, East Granby	III	3
East Haddam	East Haddam Industrial Park Mathews Dr, East Haddam	III	3
East Hampton	Center School Bevin Blvd, East Hampton	III	3
East Hartford	Former Showcase Cinemas Parking Lot 936 Silver Lane, East Hartford	I	3
East Haven	East Haven High School 35 Wheelbarrow Lane	III	2
East Lyme	Lillie B. Haynes School (rear) 29 Society Rd, East Lyme	II	4
East Windsor	East Windsor Town Garage 6 Woolam Rd, Broad Brook, CT	III	3
Eastford	Eastford Town Office Building 16 Westford Rd, Eastford	III	4

State of Connecticut Commodities Distribution
Standard Operating Procedure

Easton	Samuel Staples Elementary School 515 Morehouse Rd, Easton	III	1
Ellington #1	Crystal Lake School Sandy Beach Rd, Ellington	III	3
Ellington #2	Windermere School Abbott Rd, Ellington	III	3
Ellington #3	Brookside Park Sadds Mill Rd (RT 140), Ellington	III	3
Ellington #4	Arbor Park (contingency only) Main Street (RT 286)	III	3
Enfield	Henry Barnard Elementary School 27 Shaker Rd, Enfield	II	3
Essex	Lee Company 55 Bokum Rd, Essex	III	2
Fairfield #1	Fairfield University 1073 North Benson Rd, Fairfield	III	1
Fairfield #2	Fairfield Ludlowe High School 785 Unquowa Rd, Fairfield	III	1
Fairfield #3	Fairfield Warde High School 755 Melville Ave, Fairfield	III	1
Farmington	West Woods Upper Elementary School 50 Judson Lane, Farmington	II	3
Franklin	Petrowsky Auctioneers 275 RT 32, Franklin	III	4
Glastonbury	Glastonbury Town Garage Physical Services Dept. 2380 New London Turnpike, Glastonbury	II	3
Goshen	Goshen Fairgrounds 116 Old Middle St (RT 63), Goshen	III	5
Granby	Granby Memorial High School 315 Salmon Brook St, Granby	III	3
Greenwich #1	Greenwich High School 10 Hillside Dr, Greenwich	I	1
Greenwich #1	Greenwich High School 10 Hillside Dr, Greenwich	I	1
Greenwich #2	Greenwich Town Hall 101 Field Pt Rd, Greenwich	II	1
Griswold #1	Griswold Elementary School no address given, Griswold	III	4
Griswold #2	Griswold Dept. of Public Works 1148 Voluntown Rd, Griswold	III	4
Groton City	City of Groton Municipal Bldg 295 Meridian St, Groton	III	4
Groton Town	Poquonneac Plains Park 150 Fort Hill Rd, Groton	II	4
Guilford	Guilford Senior High School 605 New England Rd, Guilford	III	2

State of Connecticut Commodities Distribution
Standard Operating Procedure

Hamden #1	Quinnipiac University 275 Mt. Carmel Ave, Hamden	I	2
Hamden #2	Our Lady of Mt. Carmel Church 2819 Whitney Ave, Hamden	II	2
Hamden #3	Knights of Columbus 2630 Whitney Ave, Hamden	III	2
Hamden #4	Walgreen's - Spring Glen 1697 Whitney Ave, Hamden	III	2
Hamden #5	Hamden High School 2040 Dixwell Ave, Hamden	II	2
Hamden #6	Hyde School (Blessed Sacrament) 322 Circular Ave, Hamden	III	2
Hamden #7	Salvation Army 1359 Dixwell Ave, Hamden	III	2
Hamden #8	CT Motor Vehicle Dept - Hamden Office 1985 State St, Hamden	III	2
Hamden #9	Parking Lot - State and Ridge 1936 State St, Hamden	III	2
Hampton	Hampton Elementary School 380 Main St, Hampton	III	4
Hartford #1	Morgan Street Parking Garage 155 Morgan St, Hartford	II	3
Hartford #2	Church Street Parking Garage 200 Church St, Hartford	II	3
Hartford #3	MAT Parking Garage 55 South Chapel St, Hartford	I	3
Hartland #1	East Hartland Fire Dept 34 South Rd, Hartland	III	5
Hartland #2	West Hartland Fire Dept 152 Center St, Hartland	III	5
Harwinton	Harwinton Highway Garage 104 Locust Rd, Harwinton	III	5
Hebron	Hebron Lions Fair Grounds 347 Gilead St (Lions Club Park)	III	3
Kent	Kent Town Hall 41 Kent Green Blvd, Kent	III	5
Killingly	Killingly Intermediate School 1599 Upper Maple St, Dayville 06241	?	4
Killingworth	Recycle Way (town dump rd) 313 RT 81	III	2
Lebanon	Lebanon Middle School 891 Exeter Rd (RT 207), Lebanon	III	4
Ledyard	Ledyard Middle School RT 12 & 214 (1860 RT 12), Gales Ferry, CT 06335	II	4
Lisbon	Lisbon Fire Dept/Senior Center Parking Lot 7-11 Newent Rd, Lisbon	III	4

State of Connecticut Commodities Distribution
Standard Operating Procedure

Litchfield #1	Bantam Industrial Park 607 Bantam Rd., Litchfield	III	5
Litchfield #2	Litchfield Public Works Garage 101 Russell St, Litchfield	III	5
Litchfield #3	Wamogo VoAg 101 Russell St, Litchfield	III	5
Lyme	Lyme Consolidated School 480 Hamburg Rd (RT 156), Lyme	III	4
Madison	Polson School 302 Green Hill Rd, Madison	III	2
Manchester	Parkade Distribution Center 310 Broad St, Manchester	I	3
Mansfield	Mansfield Middle School 205 Spring Hill Rd, Mansfield	III	4
Marlborough	Elmer Thienes/Mary Hall Elementary School 25 School Drive, Marlborough	III	3
Marlborough	Farley Field (Soccer Field) Kristi Lane, Marlborough	III	3
Mashantucket-Pequot Tribal Nation	Lot 10 - Employee Parking Area RT 2, Mashantucket, CT near Watson Rd	I or II or III	4
Meriden #1	Pratt & Myrtle Streets 290 Pratt St, Meriden	II	2
Meriden #2	Holy Angels Church Main Street: south Meriden	III	2
Meriden #3	Hubbard Park (near swimming pool lot) West Main St (near Southington Town Line), Meriden	III	2
Meriden #4	Butler St Municipal Parking Lot Butler St, Meriden	III	2
Meriden #5	CEPPA Field Parking Area Gale Ave, Meriden	III	2
Meriden #5	Hunter Golf Course Westfield Rd at Bee St, Meriden	III	2
Middlebury	Quassapaug Amusement Park 2132 Middlebury Rd, Middlebury	I	5
Middletown #1	Lawrence School Kaplin Dr, Middletown	III	3
Middletown #2	Macdonough School 66 Spring St, Middletown	III	3
Middletown #3	Moody School 300 Country Club Rd, Middletown	III	3
Middletown #4	Snow School 299 Washington St, Middletown	III	3
Middletown #5	South Fire District 445 Randolph Rd, Middletown	III	3
Milford	Platt Technical High School 600 Orange Ave, Milford	III	2

State of Connecticut Commodities Distribution
Standard Operating Procedure

Mohegan Tribe	Mohegan Sun Casino 1 Mohegan Sun Blvd, Uncasville 06382	II	4
Monroe	Masuk High School 1014 Monroe Tpke (RT 111), Monroe	III	1
Montville	Fair Oaks Complex 836 Old Colchester Rd, Montville	III	4
Morris	Morris Firehouse, 15 South St, Morris	III	5
Naugatuck #1	City Middle School 441 City Hill St, Naugatuck	II	5
Naugatuck #2	Naugatuck High School 543 Rubber Ave, Naugatuck	II	5
New Britain #1	Willow Brook Park/New Britain High School S.Main St, New Britain	III	3
New Britain #2	Chesley Park Wildwood St, New Britain	III	3
New Britain #3	Wal Mart Store Farmington Ave, New Britain	II	3
New Britain #4	Stop & Shop Car Park 677 W. Main St, New Britain	II	3
New Britain #5	Central CT State University (CCSU) CCSU Kaiser Drive Parking Lot	III	3
New Britain #6	New Brite Plaza Car Park 60 E. Main St, New Britain	III	3
New Canaan #1	Saxe School 468 South Ave (RT 124), New Canaan	II	1
New Canaan #2	St Lukes School 377 North Wilton Rd, New Canaan	III	1
New Canaan #3	New Canaan Country Day School 545 Ponus Ridge Rd, New Canaan	III	1
New Fairfield	New Fairfield High School/ Middle School 54 Gillotti Rd, New Fairfield	I	5
New Hartford	Bakerville School Cedar Lane, New Hartford	III	5
New Haven #1	East Shore Park 250 Woodward Ave, New Haven	III	2
New Haven #2	Hillhouse High School 480 Sherman Parkway, New Haven	III	2
New Haven #3	Southern CT State University Athletic Fields 501 Crescent Dr, New Haven	I	2
New Haven #4	Sports Haven 600 Long Wharf Dr, New Haven	I	2
New Haven #5	Wilbur Cross High School 181 Mitchell Drive, New Haven	III	2
New Haven #6	Yale University Athletic Fields 76 Yale Avenue, New Haven	I	2

New Haven #7	Tweed New Haven Airport 155 Burr St, New Haven	II	2
New London	New London High School 490 Jefferson Ave, New London	III	4
New Milford #1	John Pettibone Elementary School 2 Pickett District Rd, New Milford	II or III	5
New Milford #2	Northville Elementary School 22 Hipp Rd, New Milford	II or III	5
Newington	John Wallace Middle School 71 Halleran Drive, Newington	I-III ?	3
Newtown	Old Fire Station 2 Trades Lane, Newtown	III	5
Norfolk	John J. Curtiss Road 6 John J. Curtiss Rd, Norfolk	III	5
North Branford	North Branford High School Parking Lot 49 Caputo Rd, North Branford	?	2
North Canaan #1	Lawrence Field 17 Main St, North Canaan	III	5
North Canaan #2	Canaan Airport 546 West Main St, North Canaan	III	5
North Haven #1	Town Hall Annex (soccer field) 7 Linsley St, North Haven	III	2
North Haven #2	Wharton Brook State Park 650 Washington Ave, North Haven	III	2
North Haven #3	North Haven Fairgrounds 266 Washington Ave, North Haven	III	2
North Haven #4	Ridge Road School 1333 Ridge Rd, North Haven	III	2
North Haven #5	North Haven Crossing Shopping Center (Staples) 400-500 Universal Dr North, North Haven	III	2
North Stonington	North Stonington Elementary School 311 Norwich Westerly Rd (RT 2), North Stonington	III	4
Norwalk #1	Northrop Grumman Facility 11 Norden Place, Norwalk	I	1
Norwalk #2	BDF Distribution Center 380 Dr. Martin Luther King Dr, Norwalk	I	1
Norwich #1	Dodd Stadium 14 Stott Ave, Norwich	II	4
Norwich #2	Rose City Senior Center 8 Mahan Dr, Norwich	II	4
Norwich #3	Norwich Golf Course 685 New London Turnpike, Norwich	II	4
Old Lyme #1	Old Lyme High School Lyme St, Old Lyme	I	4
Old Lyme #2	Lyme/Old Lyme Senior Center Townswood Rd, St, Old Lyme	I	4

Orange	High Plains Community Center Orange Center Rd, Orange	III	2
Oxford	Quaker Farms School 30 Great Oak Rd, Oxford	III	5
Plainfield #1	former Plainfield Greyhound Track Lathrop Rd, Plainfield	I or II	4
Plainfield #2	Shepard Hill Elementary School 234 Shepard Hill Rd, Plainfield	III	4
Plainville	Connecticut Commons (Lowe's Plaza) 250 New Britain Ave, Plainville	II	3
Plymouth	Terryville High School 21 North Main St, Terryville	III	5
Pomfret	Pomfret Community School 20 Pomfret St, Pomfret	III	4
Portland	Portland Veterinary Clinci 455 Portland-Cobalt Rd. E/B, Portland	II	3
Portland	F40 Motor Sports 464 Portland-Cobalt Rd. W/B, Portland	II	3
Preston	Preston Veterans Memorial School RT 165, 325 Shetucket Turnpike	III	4
Prospect #1	Prospect Senior Center 6 Center St, Prospect	III	5
Prospect #2	Prospect Town Hall 36 Center St, Prospect	III	5
Prospect #3	Prospect Fire Department 26 New Haven Rd, Prospect	III	5
Putnam	Fox Rd Public Works Facility 151 Fox Rd, Putnam	III	4
Redding	Redding Elementary School 33 Lonetown Rd, Redding	III	5
Ridgefield	Ridgefield High School 700 North Salem Rd, Ridgefield	III	5
Rocky Hill	Rocky Hill High School Playing Field 50 Chapin Ave, Rocky Hill	II	3
Roxbury	Roxbury Public Works Dept. 30 North St, RT 67, Roxbury	III	5
Salem	Center St 1 Center St	III	4
Salisbury	Community Field 6 Sharon Rd, Lakeville 06068	III	5
Scotland	Scotland Volunteer Community Hall 47 Brook Rd, Scotland	III	4
Seymour #1	Middle School Mountain Rd, Seymour	III	2
Seymour #2	Super Stop & Shop 13 Franklin St, Seymour	III	2

State of Connecticut Commodities Distribution
Standard Operating Procedure

Seymour #3	Matthies Field Silvermine Rd, Seymour	III	2
Sharon	Sharon Town Hall 63 Main St, Sharon	III	5
Sherman	Holy Trinity Church parking lot RTs 37 & 39, Sherman	III	5
Simsbury	Simsbury Public Works Garage 66 Forest Rd, Simsbury	II	3
Somers	Somers Field Road Recreation Area Field Rd, Somers	III	3
South Windsor #1	South Windsor High School 161 Nevers Rd, South Windsor	III	3
South Windsor #2	Timothy Edwards Middle School 100 Arnold Way, South Windsor	III	3
Southbury	Old Southbury Library 561 Main St South, Southbury	I	5
Southington	Southington High School 720 Pleasant St, Southington	II	3
Sprague	Sprague Town Hall 1 Main St, Baltic 06330	III	4
Stafford	Stafford Fire Dept., Station 245 27 Willington Ave, Stafford	III	3
Stamford #1	West Hill High School 125 Roxbury Rd, Stamford	I	1
Stamford #2	Rippowam Middle School 381 High Ridge Rd, Stamford	I	1
Stamford #3	Stamford High School 55 Strawberry Hill Ave, Stamford	II	1
Sterling	Sterling Fire Station 225 Main St, Sterling	III	4
Stonington #1	Stonington High School 176 South Broad St (RT 1), Stonington	II	4
Stonington #2	Mystic Aquarium 55 Logan Blvd, Stonington	II	4
Stratford #1	Sikorsky Aircraft 6900 Main St, Stratford	II	1
Stratford #2	DeLuca Hall of Fame Field 1000 Main St, Stratford	II	1
Stratford #3	Wooster Middle School Freeman Ave Parking Lot 150 Lincoln St, Stratford	II	1
Suffield	Suffield Middle School 350 Mountain Rd, Suffield	II	3
Thomaston	Thomaston Center School Thomas Ave, Thomaston	II	5
Thompson	Thompson DPW Garage 255 Buckley Hill Rd, Thompson	III	4

State of Connecticut Commodities Distribution
Standard Operating Procedure

Tolland	Tolland High School One Eagle Hill, Tolland	II	3
Torrington #1	Torrington High School Major Bess Dr, Torrington	II	5
Torrington #2	Torrington Armory 153 South Main St, Torrington	III	5
Trumbull #1	Madison Middle School 4630 Madison Ave, Trumbull	I	1
Trumbull #2	Unity Park Unity Park, RT 127 near RT 15, Trumbull	I	1
Union	Union Town Office Building 1043 Buckley Highway, Union	III	4
Vernon	Vernon Center Middle School 777 Hartford Turnpike, Vernon	II	3
Voluntown	Voluntown Firehouse RT 165, Preston City Rd, Voluntown	I	4
Wallingford #1	Lyman Hall High School 70 Pond Hill Rd, Wallingford	III	2
Wallingford #2	Sheehan High School/Moran Middle School 141-142 Hope Hill Rd, Wallingford	II	2
Warren	Warren Public Works Dept. 18 Lake Rd, Warren	III	5
Washington #1	Montessori School RT 202, Litchfield Turnpike, Woodville/New Preston	I ?	5
Washington #2	Washington Primary School Grounds 11 School St, Washington Depot	I ?	5
Washington #3	Shepaug Middle School/High School Regional District 12 South St, Washington (at Roxbury Town Line)	I ?	5
Waterbury #1	Municipal Stadium 1200 Watertown Ave, Waterbury	I	5
Waterbury #2	Crosby High School 300 Pierpont Rd, Waterbury	II	5
Waterbury #3	Kennedy School 4222 Highland Ave, Waterbury	II	5
Waterford	Hartford Road Complex 1000 Hartford Rd, Waterford	III	4
Watertown	Watertown High School 324 French St, Watertown	?	5
West Hartford #1	Univ. of CT Parking Lot 1360 Trout Brook DR, West Hartford	II	3
West Hartford #2	West Hartford Public Works Dept. 11 Brixton ST, West Hartford	II	3
West Hartford #3	West Hartford Town Hall 59 South Main ST, West Hartford	II	3

West Haven	Municipal Parking Lot 355 Main St (City Hall) Civil Preparedness, West Haven	III or II	2
Westbrook	Tanger Outlets 314 Flat Rock Place, Westbrook	I & II	2
Weston	Weston Intermediate School 95 School Rd, Weston	III	1
Westport #1	Bedford Middle School 88 North Ave, Westport	III	1
Westport #2	Kings Highway Elementary School 125 Post Rd West, Westport	III	1
Wethersfield #1	Cove Park (State Street)/Motor Vehicle Dept Cove Park, State St, Wethersfield	I or II or III	3
Wethersfield #2	Mill Woods Park Distribution Point Prospect St, Wethersfield	I & II	3
Willington #1	Willington Town Office Building 40 Old Farms Rd, Willington	III	4
Willington #2	Hall Memorial School 111 River Rd (RT 32), Willington	III	4
Willington #3	Center School 24 Old Farms Rd, Willington	III	4
Willington #4	Fedex 350 Ruby Rd (RT 320), Willington	III	4
Wilton	Wilton High School Field Complex 395 Danbury Rd, Wilton	III	1
Winchester	Mary P. Hinsdale School Hinsdale Ave, Winsted	III	5
Windham #1	Access Agency 1315 Main St, Willimantic CT	III	4
Windham #2	Wal-Mart Super Center 474 Boston Post Rd, Willimantic CT	II	4
Windham #3	B-J's Wholesale Store/Plaza 1859 Main St, Willimantic CT	III	4
Windsor #1	Sage Park Middle School 25 Sage Park Rd, Windsor	II	3
Windsor #2	Stop N Shop/Target Shopping Center 1035-1095 Kennedy Rd, Windsor	II	3
Windsor #3	ABB/Combustion Engineering 2000 Day Hill Rd, Windsor	II	3
Windsor #4	Windsor Shopping Center 590 Windsor Ave, Windsor	I	3
Windsor #5	Mototown 1001 Day Hill Rd, Windsor	II	3
Windsor Locks	Windsor Locks High School 58 South Elm St, Windsor Locks	III	3
Wolcott	Frisbie Elementary School 24 Todd Road, Wolcott	I	5

State of Connecticut Commodities Distribution
Standard Operating Procedure

Woodbridge #1	Alegi Soccer Field 160 Pease Rd, Woodbridge	III	2
Woodbridge #2	Jewish Community Center (JCC) 360 Amity Rd, Woodbridge	III	2
Woodbury	Nonnewaug High School 5 Minertown Rd, Woodbury	III	5
Woodstock	Crabtree & Evelyn Peake Brook Rd, South Woodstock 06281	III	4

DRAFT

**State of Connecticut Commodities Distribution
Standard Operating Procedure**

APPENDIX C –Suggested List Of Equipment For State Staging Area

ITEM	QUANTITY
Trailer, 48', single-drop 2/beavertail load rams	1
Yard Ramp, 36' portable, 20,000 lb capacity	2
Loading Ramps	2
Forklift, 4,000 lb w/side shift, propane	4
Forklift, 6,000 lb w/side shift, - Propane	2
Pallet Jacks, 27' x 48', 5,000 lb capacity	6
Rope, 3/8" poly 500 ft roll	1
Pallet Puller	1
Fire Extinguisher	8
Chain, 100 ft drum	1
Chain sling	1
Chain Hooks	6
Wheel Chocks	4
Portable Light Sets	4
Portable Generators	4
Passenger Vans (8-12 passengers)	4
4-Passenger Cars	6
Pick Up trucks	2
Mobile Command Post Vehicle	1
Parking, Outside Storage Area, 30,000 sq ft	
Covered/Inside storage, 20,000 sq ft	
Inside Office Area with HVAC (700-1,000 sq ft)	
Telephone lines	
Telephones	
Cellular/Satellite Phones	
Computer Work Stations	
Computers	
Computer Printers	
Copy Machines	
FAX Machines	
TV/VCR w/cable connection	3
Commercial Radios	4
Radio Base Station	1
Radio, portable, 2-way, Motorola JT1000 (w/batteries and chargers)	6
Hand-held Radios	10-15
Fluorescent Duct Tape Rolls	10
Truck seals	100
Tape, sealing, case	3

Strapping, steel	1
Banding machine	1
Tensioner , strapping	1
Cutters, strapping	1
Stretch Wrap, cases	6
Hard Hats	
Rain gear	
Leather Gloves	
Ear Plugs	
Safety Kits	
Safety Fluorescent Vests	
Flashlights & Batteries	
Glow Sticks	
Clipboards	

RH- 2xCP tent with ECU
 RH 2xwarming tents/sun shelters
 RH -2xmess/snack area

APPENDIX D – Checklist For SSA Command Post Administrative Area

radio chargers/ extra radios
20 Hand-held low band radios
Extension cords
Power strips
Duct Tape
Printer (s)
Road maps
Aerial photos for Rentschler Field
Easels – Easel Pads
SOPs
CDs
Digital Camera
PA System/microphones – email Jay Martyn – Need to Test
Binoculars
Radio headsets
File cabinets
Bullhorns for outside
Copiers – (May be able to move UCONN Copier from upstairs at Rentschler)
Carbon paper
Clipboards
Sequence Number stickers

Truck Receiving and Assignment Forms - TRAFS

Table signs
Whiteboards
Erasable Markers
Magnets
Large Corkboard with thumbtacks/push pins

Wireless LAN router and toughbooks - # needed = 13 minimum – up to 16
Computer Mouses and Computer Mousepads

**State of Connecticut Commodities Distribution
Standard Operating Procedure**

APPENDIX E – Suggested List Of Equipment For Type III Local Points of Distribution

ITEM	QUANTITY
Forklifts, conventional, 6,000 lbs	1-2
Pallet Grabbers and Chain Sets	1/1
Pallet Jacks, hand-operated	2
Traffic Cones	40
Barricade Tape (rolls) 1000'	4
Barricades	12
Shade Tent, 10'x10'	4
Electrical Boxes, spider	2
Lights, portable, 4,000 watt Light Tower	2
Extension Cords 12/3 GA. 100'	5
Portable Toilets, self-contained, with daily service contract	6
Fans, Warehouse, 36"	1
HazMat spill kit	1
Dumpsters	1
Cellular Phones	5
Motorola Talkabouts or equivalent (optional)	6
Megaphone, 25 watt, w/remote mike	1
Flashlights, "D" Cell (2), Industrial	12
Eye Protection, Safety Glasses	25
Hearing Protection, plugs, disposable	100
Safety Vests	50
Hard Hats, conventional	30
Work gloves (pair)	10

APPENDIX F – Acronyms And Abbreviations

ADD	Automated Deployment Database. A FEMA system.
AGAR	Alternate Governor’s Authorized Representative. Individual designated by the Governor in the FEMA/State Agreement to exercise the same powers as the Governor’s Authorized Representative (GAR) in the administration of Federal disaster assistance on behalf of the State and local governments and other grant and loan recipients.
APO	Accountable Property Officer. FEMA position title for a Logistical staff member.
ARES	Amateur Radio Emergency Service
ARF	Action Request Form. A FEMA-required form.
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
C.G.S.	Connecticut General Statutes
COTR	Contracting Officer Technical Representative. FEMA position title for a Logistical staff member.
CP	Command Post
CSP	Connecticut State Police
CTNG	Connecticut National Guard
DAS	Department of Administrative Services (State of Connecticut)
DCO	Defense Coordinating Officer. Designated on-scene military official who coordinates Requests for Assistance and Mission Assignments with the FCO and forwards Mission Assignments to the appropriate military organizations.
DCT	Donations Coordination Team. A Donations Coordination Team is made up of representatives of voluntary organizations and State and local governments who have a vested interest in the effective management of unsolicited donated goods and voluntary services. The DCT is managed by the Department of Emergency Management and Homeland Security. Its mission is to implement the State Donations Management Plan, with the aim of keeping unneeded goods and services out of the disaster area.
DEMHS	Division of Emergency Management and Homeland Security (State of Connecticut)
DEEP	Department of Energy and Environmental Protection (State of Connecticut)
DESPP	Department of Emergency Services and Public Protection (State of Connecticut)
DHS	Department of Homeland Security (U.S.)
FEMA	Federal Emergency Management Agency
EMAC	Emergency Management Assistance Compact. A Congressionally-sanctioned interstate mutual aid compact to which almost all states, including Connecticut, belong.
EOC	Emergency Operations Center. Protected site from which State and local government officials coordinate, monitor, and direct emergency response activities during an emergency.
EST	Emergency Support Team
FCO	Federal Coordinating Officer. The Federal officer who is appointed by FEMA to manage and coordinate Federal Resource support activities and disaster assistance programs related to Stafford Act disasters and emergencies.
FEMA	Federal Emergency Management Agency. Formerly an independent agency, in March 2003 FEMA became a part of the Emergency Preparedness and Response

State of Connecticut Commodities Distribution Standard Operating Procedure

GAR	Directorate of the U.S. Department of Homeland Security. Governor’s Authorized Representative. Individual designated by the Governor in the FEMA/State Agreement to administer Federal disaster assistance programs on behalf of the State and local governments and other grant and loan recipients.
GIS	Geospatial Information System
GPS	Global Positioning System
GSA	General Services Administration(U.S.)
ICS	Incident Command System. A standardized organizational structure used to command, control, and coordinate the use of resources and personnel responding to the scene of an emergency. ICS concepts and principles include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.
JFO	Joint Field Office. The primary field location for the coordination of response and recovery operations in a Presidentially-declared disaster or emergency. The JFO houses the Principal Federal Official (PFO) and staff comprising the Federal Emergency Response Team (ERT). The JFO operates with a schedule (up to 24 hours per day) sufficient to sustain Federal response operations. The State Coordinating Officer (SCO) usually maintains a staff at the JFO.
JIC	Joint Information Center. An intergovernmental public information center established to ensure the coordinated release of information by Federal, State and local officials to the media and the public regarding disaster-related activities and recovery programs.
JOC	Joint Operations Center. Established by the FBI.
Local C- POD	Local Commodities Point of Distribution. A center established and operated by local authorities to distribute federally- and state-provided food and other commodities to disaster victims.
MA	Mission Assignment
MERS	Mobile Emergency Response Support. A FEMA detachment that deploys to a disaster area to support the initial federal responders with communications, data processing, food, water, shelter, etc. Designed to be self-supporting for at least 72 hours.
MHE	Material Handling Equipment
NGO	Non-Governmental Organization. A nonprofit entity serving a public purpose.
NIMS	National Incident Management System. As directed by the President and administered by the US DHS, this is a system that includes a standardized approach to incident management and response, training, credentialing, communications, equipment, and technologies. The NIMS system provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and non-governmental organizations (NGOs) to work together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. The NIMS includes a core set of concepts, principles, and terminology – the Incident Command System (ICS). The NIMS includes, and is in the process of developing, multi-agency coordination systems; training; identification and management of resources; qualification and certification of personnel; and the collection, tracking, and reporting of incident information and resources.
NRF	National Response Framework. Promulgated by U.S. DHS in January 2008, the NRF is a guide to how the nation conducts an all-hazards response. The NRF describes how federal agencies will coordinate with each other to provide support and assistance to state, local, and tribal governments; non-governmental organizations; and the private sector.

**State of Connecticut Commodities Distribution
Standard Operating Procedure**

OIC	Officer-In-Charge
OPM	Office of Policy and Management (State of Connecticut)
OSHA	Occupational Safety and Health Administration (U.S.)
PAR	Personnel Accountability Report
PFA	Primary Federal Agency.
PIO	Public Information Officer. Designated spokesperson for a public or private organization in dealing with the media. Also, a position appointed by the Incident Commander or Unified Command to coordinate all public information released from the incident scene.
PTR	Property Transfer Report. A FEMA-required form.
RACES	Radio Amateur Civil Emergency Services
RETCO	Regional Emergency Transportation Coordinator. Designated U.S. Department of Transportation Regional representative for providing and coordinating emergency transportation resources.
RRCC	Regional Response Coordination Center. Located in Maynard, Massachusetts, the Region I RRCC is a Federal interagency operations center for coordination of Federal support to states in disasters and emergencies. The RRCC houses the Federal Emergency Response Team (ERT) prior to the establishment of the Joint Field Office (JFO) in the disaster-affected State.
SSAMST	State Staging Area Management Support Team
SAO	State Approving Official. This could be the Governor's Authorized Representative [GAR] or an Alternate GAR) who provides final approval on requests for Federal assistance.
SCO	State Coordinating Officer. State official designated by the Governor in the FEMA-State Agreement following a Presidentially declared disaster or emergency to coordinate State and local response and recovery activities with those of the Federal government. The SCO is usually the State Emergency Management Director.
SLO	State Liaison Officer. A FEMA official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.
SSA	State Staging Area
TAG	The Adjutant General
TAV	Total Asset Visibility. System for accountable property tracking.
TRAF	Truck Receiving and Assignment Form
UC	Unified Command
UCS	Unified Command System. Multi-agency, multi-jurisdictional command system in which operational goals and response strategies are jointly determined by the various responding organizations.
USC	United States Code
USDOT	United States Department of Transportation