

# Continuity of Operations Plan (COOP)<sup>6207</sup>

Dated \_\_\_\_\_

for the Town/City of \_\_\_\_\_

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## **Purpose and Objectives**

**Clarify Essential Functions**

**Plan Contingency Staffing**

**Establish Delegation of Authority**

**Plan for Leadership Succession**

**Develop Activation, Notification, and Termination Plans**

**Consider Personnel Issues**

**Develop Emergency Relocation Site Plans**

**Protect Vital Records**

**Emergency Contact Cards**

*It is suggested that this COOP be updated every year in June after annual City/Town elections. raining programs should be ongoing.*

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## Resources

- Acronyms List
- DPH and MEMA Emergency Continuity of Operation (COOP)
- Community Comprehensive Emergency Management Plan (CEMP) and the Public Health Emergency Management Plan.
- Northeast Homeland Security Region COOP/COG Template
- [www.pandemicflu.gov](http://www.pandemicflu.gov)
- [www.fema.gov](http://www.fema.gov)
- [www.bcboha.org](http://www.bcboha.org)

This template is to be used as a guide in completing your community's emergency plans. All local emergency plans must be reviewed and approved by the Emergency Management Director, Department Heads, and the Chief Elected Officials before being used. All legal references should also be reviewed and approved by each community's Legal Counsel.

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→ Collaborate → Plan Backup Systems → Review Annually → Exercise the Plan

# Purpose and Objectives

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## Instructions

This Continuity of Operation Plan is a management plan that establishes procedures to maintain essential functions, and respond to and recover from the effects of a wide range of emergencies which may disrupt normal government operations. A COOP will help a community cope with serious staff reductions and unavailable support systems during a pandemic flu or other large-scale disaster. Its purpose is to ensure that the essential functions of the Town/City will continue. The plan will address how to transfer authority when key personnel are unavailable. This is called delegation of authority and leadership succession. The COOP should be updated annually. Training and exercises should be ongoing.

This Continuity of Operations Plan is limited to emergencies that directly affect Town/City functions, personnel, and facilities. The COOP is promulgated under Governor's Executive Order No. 144; Survivable Crisis Management Plan 1994, and M.G.L. c.639 and c.33.

## COOP Plan Objectives

To ensure that the Town/City can:

1. Efficiently activate and terminate the COOP
2. Maintain critical systems and continue essential functions
3. Ensure the succession of key leaders and transfer of authority
4. Protect Town/City personnel and develop contingency staffing plans
5. Protect essential facilities, equipment, records, and other assets
6. Plan for an Emergency Relocation Site (ERS) and a smooth transfer to the ERS
7. Maintain an annual testing, training, and exercise program

# Clarify Essential Functions

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## Instructions

In an emergency, Town/City Departments may have to limit activities to only those essential functions that provide vital services to the community, maintain safe operations, and ensure the safety of elected and appointed officials, staff, and volunteers. Once sufficient personnel and resources are available normal operations can be resumed.

Each essential function includes essential tasks that must be done to ensure the continuance of the essential function. Some essential functions of the Town/City are required by regulation/statutes. Below is a suggested list of essential functions by department. Depending on the nature of the emergency and the configuration of your Town/City, you may need to modify this list.

Included on page 5 is a two-page template that each Department Head should complete. Large departments should consider completing a multi-page COOP.

## Essential Functions of the Town/City by Department

### **Selectmen/Town/City Manager's Office/Human Resources/Purchasing**

- Declare emergencies
- Authorize emergency expenditures
- Represent Town/City and communicate with public and other jurisdictions
- Provide legal support as needed for emergency response, including signing MOU and MAA to form cross jurisdictional Unified and Area Commands
- Ensure the health and safety of all staff and volunteers
- Provide resources, equipment, and supplies to maintain essential functions
- Maintain vital records and databases

### **Board of Health**

- Ensure safe water, food, and shelter for all citizens
- Maintain communicable disease surveillance and control
- Initiate isolation and/or quarantine and disease prevention measures
- Provide Risk Communication regarding the emergency and protecting the public
- Investigate complaints and enforce laws and regulations that protect the Public Health
- Cemetery and burial permits
- Mass Medical and Medication Operations

### **Police Department**

- Maintain social order
- Enforce laws and regulations that protect the public

### **Fire Department**

- Respond to emergency calls
- Maintain equipment
- Maintain Emergency Medical Response

### **Emergency Management Director**

- Brief Chief Elected Officials
- Recommend emergency declarations
- Coordinate emergency response
- Coordinate Emergency Operations Center

**DPW**

- Keep roads open and safe including drain and flood management
- Maintain basic services at essential Town/City Buildings
- Maintain basic trash collection and disposal

**Inspector of Buildings**

- Respond to complaints of unsafe structures that threaten Public Safety
- Determine safety of buildings for occupancy during and after an emergency

**Tax Collector**

- Collect revenues

**Town/City Accountant**

- Maintain Town/City Payroll operations
- Pay invoices
- Borrow money as needed to meet the emergency
- Apply for emergency-related reimbursements

**Water/Sewer Department**

- Maintain safe operations
- Respond to complaints
- Respond to operational emergencies

**Finance Committee**

- Authorize emergency expenditures
- Track emergency-related expenses

**Assessors**

- Maintain vital records and deeds
- Set tax assessments and tax rates

**Town/City Clerk**

- Maintain vital records including birth, marriage, and business certificates and licenses
- Post and certify Elections and Oaths of Office
- Certify and date stamp records

**Conservation Commission**

- Respond to emergency environmental issues and complaints

**Library, Planning Board, ZBA, others as needed**

 Complete Worksheet: Department Continuity of Operations Plans for each Department

(Hint: This is a good time for Departments to assess what they do everyday and think about which tasks are always put at the top of the list because they have to get done now. An Essential Function is a broad concept; for example, keeping the roads open. The Essential Tasks needed to accomplish this Essential Function might include maintaining the trucks, having staff to drive the trucks and having salt/sand to spread on the road. Each department should change the Worksheet or add pages as needed.)

 Complete Worksheet: Municipal Key Position Backup Plan Summary

(Hint: This is the place to plan for the unlikely but possible catastrophic situations where critical staff will not be available for extended periods of time, the emergency is so long that there are multiple operational periods, or so large that every position has to be staffed at the same time. Think of retired staff, volunteers, and others that could hold these critical positions if necessary.)

**Worksheet: Department Continuity of Operations Plan.** Each Department Head should fill in as completely as possible. Attach copies of all MOU.

<b>Department:</b>	<b>Contact:</b>	<b>Phone:</b>	<b>Date Completed:</b>
<b>Emergency Relocation site:</b>	<b>Contact:</b>	<b>Phone:</b>	<b>MOU Date:</b>

Essential Position	Required Training Levels	Contact Information	Current Staff	Backup Staff 1	Backup Staff 2
<b>Director/Chief/ Department Head</b>	ICS 200 or better	<b>Name</b>			
		<b>Work</b>			
		<b>After Hours</b>			
		<b>Mobile</b>			
		<b>Email</b>			
<b>Staff</b>	ICS 100 or better	<b>Name</b>			
		<b>Work</b>			
		<b>After Hours</b>			
		<b>Mobile</b>			
		<b>Email</b>			
<b>Staff</b>	ICS 100 or better	<b>Name</b>			
		<b>Work</b>			
		<b>After Hours</b>			
		<b>Mobile</b>			
		<b>Email</b>			

Essential Functions (What has to be done)	Essential Tasks (How it gets done)	Essential Workforce (Who can do it)	Backup Staff	Essential Supplies/Equipment*	Essential Records	Backup Records Locations(s)

Essential Functions (What has to be done)	Essential Tasks (How it gets done)	Essential Workforce (Who can do it)	Backup Staff	Essential Supplies/Equipment*	Essential Records	Backup Records Locations(s)

*Details: Essential Supplies/Equipment (Amount on hand)	Supplier	MOU ?	Contact Information	Backup Supplier	MOU ?	Contact Information

## Worksheet: Municipal Key Staff Backup Plan Summary

Key Position	Name	Backup #1	Contact Information	Backup #2	Contact Info.
Chief Elected Official/Mayor					
Town Manager/Office Administrator					
Emergency Management Director					
Police Chief					
Fire Chief					
Health Director/Agent/BOH Chair					
DPW Head					
EMS Director					
Town/City Clerk					
Municipal Counsel					
Public Health Nurse					
Tax Collector					
Chief Assessor					
Accountant					
Purchasing and Payroll					
Inspector of Buildings					
Conservation					
Planning					
Human Resources					
IT					
Maintenance					
Water					
Sewer					
Others					

# Plan Contingency

## Staffing

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### Instructions

During any large scale emergency you may experience staffing shortages due to the length of the event or its effect on the community. In a pandemic flu, 40% of the population may become ill. Town/City staff and volunteers will be among them. Personnel may also be absent as they care for sick family members or respond to family emergencies. In any emergency that requires the Town/City to activate its COOP, it is important that the community is able to maintain essential functions and services. It may be that you will need to replace key staff members who normally take care of these essential functions.

It is understood, that Towns/Cities with volunteer staff may be unable to meet the following recommendations. Furthermore, during an emergency, qualified people may not be available. Evaluate staffing levels and immediate and future needs and implement alternative staff options. Make the best plan you can.

- Staffing for the Emergency Operations Center (EOC) is very important during any large scale emergency. Staffing plans need to be several layers deep to allow for absences for many reasons.
- Plan for contingency staffing to include qualified individuals in your community (e.g. retired assessors, board members, selectmen, etc.).
- Plan to share essential services with other Towns/Cities under Memorandums of Understanding (MOU) and Mutual Aid Agreements (MAA).
- Cross-train staff as much as possible.

 Complete Worksheet: Emergency Operations Center (EOC) Incident Command Structure

 Complete Worksheet: Pandemic Flu Incident Command Structure  
Because a Pandemic Flu will be so widespread and require so many resources, a worksheet is included specifically for Pandemic Flu. Similar worksheets could be created for other large scale disasters such as flooding, ice storms, evacuations, and sheltering, etc. This information might also be included in your Comprehensive Emergency Management Plan.

 Complete Additional ICS Worksheets for other large scale emergencies

**Worksheet: Emergency Operations Center (EOC)** This chart lists the relevant EOC roles, their essential functions, as well as the staff person normally responsible. Choose the staff position from the lists provided in Column 2. List the preferred qualifications to achieve the essential functions.

Emergency Management Group (EMG)	Critical Staff Position and Preferred Qualifications	Staff able to fill these roles	Contact Information	Current Staff	Backup	Backup 2
<b>Executive Group</b> Head of Government and designees: major decision making, policy issues, and overall responsibility for the emergency	<b>ICS 100 or better</b>  <input type="checkbox"/> Head of Government Representative <input type="checkbox"/> _____	<input type="checkbox"/> Chief Elected Official (CEO) <input type="checkbox"/> Selectman #2 <input type="checkbox"/> Selectman #3 <input type="checkbox"/> Town/City Manager <input type="checkbox"/> Town/City Clerk <input type="checkbox"/> _____	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Operations Group</b> Emergency Management Director, staff, and department representatives assigned to coordinate activities with the EOC	<b>ICS 300 or better</b> <input type="checkbox"/> EMD <input type="checkbox"/> Deputy Director <input type="checkbox"/> Liaison Officer <input type="checkbox"/> Safety Officer <input type="checkbox"/> Security Officer <input type="checkbox"/> Planning Section <input type="checkbox"/> Logistics Section <input type="checkbox"/> Finance Section	<input type="checkbox"/> EMD <input type="checkbox"/> Deputy EMD <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> Health Director <input type="checkbox"/> DPW Director <input type="checkbox"/> Town Manager <input type="checkbox"/> Town Finance <input type="checkbox"/> _____	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Communications Group</b> Coordinates all communications supporting emergency response activities	<b>ICS 100 or better</b> <input type="checkbox"/> Public Information Officer (PIO) <input type="checkbox"/> PIO Assistant <input type="checkbox"/> Technician <input type="checkbox"/> _____	<input type="checkbox"/> PIO <input type="checkbox"/> EMD <input type="checkbox"/> Town Manager <input type="checkbox"/> Police Chief <input type="checkbox"/> _____	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Damage Assessment and Assistance Group</b> Department heads or designees working with the Emergency Management Director responsible for analysis of disaster-related damage and coordination of damage assessment and assistance programs	<b>ICS 200 or better</b> <input type="checkbox"/> EMD <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> Health Director <input type="checkbox"/> DPW Director <input type="checkbox"/> Town Manager <input type="checkbox"/> Town Finance <input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> EMD <input type="checkbox"/> Deputy EMD <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> Health Director <input type="checkbox"/> DPW Director <input type="checkbox"/> Town Manager <input type="checkbox"/> Town Finance <input type="checkbox"/> _____ <input type="checkbox"/> _____	Name			
			Work			
			After Hours			
			Mobile			
			Email			

**Worksheet: Pandemic Flu Incident Command Structure.** This chart lists the relevant Incident Command role, their essential functions, as well as the staff person normally responsible. Choose the staff position from the lists provided in Column 2. List the preferred qualifications to achieve the essential function. Include the name of the staff person or volunteer who normally performs the function. Finally, list backup staff/volunteers and their contact information.

Incident Command Role with Essential Functions	Critical Staff Position	Preferred Qualifications	Contact Information	Current Staff	Backup	Backup 2
<b>Incident Command Or Unified Command</b> Control front-line incident response	<input type="checkbox"/> EMD - Emergency Management Director <input type="checkbox"/> Health Director/Agent <input type="checkbox"/> _____	ICS 300 or better	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Safety Officer</b> Protect responder health and safety	<input type="checkbox"/> Board of Health <input type="checkbox"/> Fire Department <input type="checkbox"/> Health Director/Agent <input type="checkbox"/> _____	-ICS 100 or better -OSHA Safety -Fire Academy Training	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Security Officer</b> Protect and secure locations and staff	<input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> _____ <input type="checkbox"/> _____	-ICS 100 or better -Police Training	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Public Information Officer</b> Communicates with response partners, JIC, regional and state officials. Prepares and coordinates media releases for IC.	<input type="checkbox"/> Town PIO <input type="checkbox"/> Board of Health PIO <input type="checkbox"/> _____ <input type="checkbox"/> _____	-ICS 100 or better -Empathy -Risk Communication training -Media Experience	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Liaison Officer</b> Coordinates with other agencies and jurisdictions, e.g. Hospital, MEMA, REPC, DPH, etc.	<input type="checkbox"/> Town Manager <input type="checkbox"/> Selectman <input type="checkbox"/> Fire Chief <input type="checkbox"/> _____ <input type="checkbox"/> _____	-ICS 200 or better - Experience	Name			
			Work			
			After Hours			
			Mobile			
			Email			

Incident Command Role with Essential Functions	Critical Staff Position	Preferred Qualifications	Contact Information	Current Staff	Backup	Backup 2
<b>Operations Section Chief</b> Manages tactical operations	<input type="checkbox"/> EMD <input type="checkbox"/> Health Agent <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> _____	-ICS 200 or better	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Planning Section Chief</b> Collects, evaluates, and disseminates tactical information	<input type="checkbox"/> EMD <input type="checkbox"/> Health Agent <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> Selectman <input type="checkbox"/> _____	-ICS 200 or better	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Logistics Section Chief</b> Supports needs for the incident, including resource procurement	<input type="checkbox"/> EMD <input type="checkbox"/> Health Agent <input type="checkbox"/> Police Chief <input type="checkbox"/> Fire Chief <input type="checkbox"/> Selectman <input type="checkbox"/> _____	-ICS 200 or better -Knowledge of procurement rules	Name			
			Work			
			After Hours			
			Mobile			
			Email			
<b>Finances and Administration Section Chief</b> Monitors and documents compensation, procurement, time and costs and provides for cash flow	<input type="checkbox"/> EMD <input type="checkbox"/> Tax Collector <input type="checkbox"/> Town Accountant <input type="checkbox"/> Town Manager <input type="checkbox"/> Town Finance <input type="checkbox"/> _____	-ICS 100 or better -Town Finances -Finance Experience	Name			
			Work			
			After Hours			
			Mobile			
			Email			


# Establish Delegation of Authority

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## Delegation of Authority

If key elected officials or staff are unavailable due to illness or absence for any reason, the Select Board or Mayor should consider delegating authority. This means that they can specify who is authorized to make decisions or act on their behalf during an emergency. Check with Town/City Council and Town/City By-Laws on this procedure.

- Plan for and document these delegations of authority.
- Consider which authorities you may need to transfer, based on your essential functions list.
- Determine to which position the authority will be delegated .
- Plan to terminate the delegation of authority when the person is available to re-assume duties or after a specified period of time.
- Make sure that the delegations are specific and limited. For example, authority for a given responsibility might be conferred while personnel are out of contact due to illness or travel.
- Establish other limitations on the authority. For example, you may not want to delegate financial authority.
- Consider how emergency elections or temporary appointment can be done to fill critical positions.

 Complete Worksheet: Limitations on Delegation of Authority. Revise as necessary.

<b>Worksheet: Limitations on Delegation of Authority during a Declared Emergency</b>	
Delegation Circumstances	<input type="checkbox"/> Effective when there is no quorum practical due to absence, illness, or other issues that make Selectmen/Council unable to perform their duties <input type="checkbox"/> Other (specify) _____
Limitations on Delegated Authority	<input type="checkbox"/> Financial authority or contract-signing authority by an elected official <input type="checkbox"/> _____ <input type="checkbox"/> _____
Termination:	<input type="checkbox"/> When authorities can assume duties <input type="checkbox"/> Automatic termination after 30 days (or specify) <input type="checkbox"/> _____
Delegation of Authority for Mayor or Town Manager	<input type="checkbox"/> Selectman/Councilman 1 _____ <input type="checkbox"/> Selectman/Councilman 2 _____ <input type="checkbox"/> Other _____

# Plan for Leadership Succession

## Leadership Succession

When key personnel are unavailable or unable to assume their duties, you should have a plan for Order of Succession. An order of succession is a formula that specifies who will automatically fill a position if it is vacated and, therefore, allows for an orderly and predefined transition of leadership. The designated successor retains all assigned obligations, duties, and responsibilities of the incumbent until officially relieved by an individual higher on the list of succession, or until an individual higher on the list of succession reassigns the responsibilities.

If a designated individual is unavailable, authority will pass to the next individual on the list. Unavailable means that the designated person is:

- incapable of carrying out the assigned duties by reason of death, disability, or distance from/response time to Town/City
- unable to be contacted within 30 minutes (change this to suit your circumstances)
- has already been assigned to other emergency activities

### Worksheet: Municipal Leadership Succession Plan

In the leadership succession chart below choose the order of succession that fits your community. Move from left column to right column and then back to the left column of the next row.

<b>Municipal Leadership Succession Plan*</b>		
When there is a Board/Council quorum		the Board/Council is in charge
When there is no quorum	→	Authority is delegated in the following order: <input type="checkbox"/> the remaining Board/Council member(s) Selectman/Councilman 1 Selectman/Councilman 2 Selectman/Councilman 3 <input type="checkbox"/> _____ <input type="checkbox"/> _____  assumes responsibility
When no Select Board/Council members are available	→	<input type="checkbox"/> Town Manager/Mayor <input type="checkbox"/> Town/City Clerk <input type="checkbox"/> _____ <input type="checkbox"/> _____  assumes responsibility
When <input type="checkbox"/> Town Manager/Mayor <input type="checkbox"/> Town/City Clerk <input type="checkbox"/> _____ <input type="checkbox"/> _____  are unavailable  *Review and revise succession plans annually	→	<input type="checkbox"/> Town/City Clerk <input type="checkbox"/> Planning Board Chair <input type="checkbox"/> Planning Board 2 <input type="checkbox"/> Planning Board 3 <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> Succession/delegation in Bylaws Page _____  assumes responsibility

# Develop Activation, Notification, and Termination Plans

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## COOP Activation

The Chief Elected Official (CEO) activates the COOP in consultation with the Emergency Manager and the Mayor/Selectmen/Town Manager depending on the nature and severity of the emergency in response to:

- extensive or unusual usage of sick/family leave by personnel
- an emergency as determined by the local Emergency Management Director
- an emergency as determined by the Fire Chief
- an emergency as determined by the Police Chief
- an emergency as determined by the Board of Health
- notification by the MA Emergency Management Agency (MEMA)
- notification from the MA Department of Public Health (MDPH)
- a declared State of Emergency by the Governor

## Notify Local and State Contacts

After assessing the nature and extent of the emergency, the Selectmen/Mayor notifies key local and state contacts about the emergency and COOP activation.

Depending on the situation, contact all staff members, the Emergency Management Director, the Mayor/Selectmen/Town Manager, Fire, Police, DPW, BOH members, Committee Chairs, schools, other agencies (e.g. Mass Electric etc.), the Department of Public Health, and/or MEMA to inform them about:

- situation status
- contact information for key personnel
- relocation addresses
- other details as necessary

## COOP Termination

The Chief Elected Official (CEO) terminates the COOP in consultation with the Emergency Manager and the Mayor/Selectboard/Town Manager when:

- staff and resources have returned to normal levels
- the disease or other threat no longer exists

 Complete Worksheet: Notification Contact Information

Worksheet: Notification Contact Information (Hint: For backup communications think of satellite phones radio systems, etc.)

Describe who to reach	Name	Primary Emergency Notification Phone #	Pager/Cell or other #	Backup Emergency Notification Method	Details: phone #, radio call sign
Selectman (Council) 1					
Selectman (Council) 2					
Selectman (Council) 3					
Selectman (Council) 4					
Selectman (Council) 5					
Town Manager/Mayor					
Emergency Manager					
Police Chief					
Fire Chief					
Health Director/Agent					
BOH Clerk					
DPW Head					
Town/City Office Manager					
EMS Director					
Hospital					
Influenza Specialty Care Unit- ISCU					
Emergency Medical System					
Emergency Dispensing Site - EDS					
Healthcare Providers					
MEMA (Western Office 24/7)		413-821-1500			
MDPH (Epi-on-duty 24/7)		617-983-6800			
Media: radio, TV, papers					
Public Utilities					
Schools					
Volunteers					

# Consider Personnel Issues

During an emergency, Town/City personnel may need support to help them deal with long hours, death, and other extreme situations. Plan for these issues now. You may need to offer flexible work options. Personnel may need behavioral health assistance. If your town/city has employee unions, negotiate staff contingency plans regarding overtime, as well as sharing and shifting of responsibilities among workers.

- **Staff Notification:** Make sure all staff members know about the COOP plan and their expected emergency roles. Staff should be notified annually of proposed staffing contingency plans and pay provisions, as well as delegation of authority and succession orders.
- Ask Municipal Council to assess **liability/workers compensation** issues for contracted and volunteer staff. Consider appointing all volunteers as Special Municipal Employees to provide liability coverage.
- Determine **emergency compensation/payroll plans** per Town/City Business/Finance Continuity of Government emergency operations plans.
- Ensure that all staff and volunteers have **Family Emergency Plans**.

 Complete Worksheet: Emergency Payroll Plans/Personell Issues

 Have all staff and molunteers complete a Family Emergency Plan

<b>Worksheet: Emergency Payroll Plans / Personnel Issues</b>	
<b>Normal Payroll Procedures</b>	<ul style="list-style-type: none"> <li>▪ Treasurer or _____ prepares warrant</li> <li>▪ Selectmen/Mayor or _____ signs warrant</li> <li>▪ Town/City Clerk or _____ can sign warrant</li> <li>▪ Accountant/Treasurer or _____ signs checks</li> <li>▪ Other:</li> <li>▪ _____</li> </ul>
<b>Payroll Problems due to Emergency</b>	<b>Strategies to be used (Check all that apply)</b>
Employees unable to work	<input type="checkbox"/> Sick Leave <input type="checkbox"/> Family Leave <input type="checkbox"/> Unpaid Leave <input type="checkbox"/> _____
Normal Work or Workspace not available	<input type="checkbox"/> Vacation pay <input type="checkbox"/> Re-assignment <input type="checkbox"/> Unpaid Leave <input type="checkbox"/> Work from home or other location <input type="checkbox"/> _____
Insufficient Funds	<input type="checkbox"/> Line of Credit <input type="checkbox"/> _____
Payroll information not available	<input type="checkbox"/> Average of recent paychecks <input type="checkbox"/> _____ <input type="checkbox"/> _____
Check writing system not available	<input type="checkbox"/> Pay in advance _____ <input type="checkbox"/> Direct Deposit <input type="checkbox"/> Cash <input type="checkbox"/> Pay in arrears <input type="checkbox"/> _____
Other	<b>List resources and strategies</b>

**Strategies to be used  
(Check all that apply)**

**Flexible Work Options** will include

- Flextime to allow employees to address personal and family needs while continuing critical tasks
- Telecommuting
- Off-site work location
- \_\_\_\_\_

**Behavior Health Response** will include

- Employee Assistance Program (EAP)
- Massachusetts Department of Mental Health MassSupport
- Crisis Intervention Teams
- Personal health insurance provisions
- \_\_\_\_\_

**Home Care Support** will include

- Public Health Nurse/VNA (MOU with the VNA to provide this support)
- Town MRC Team established
- \_\_\_\_\_
- Town Neighborhood Volunteer Support Teams—Clergy, NGO, etc. List here:

**Job Descriptions and Contracts** are amended to include

- All essential personnel must report to work during a declared emergency
- All vacations and leaves are automatically cancelled during a declared emergency
- Personnel may be re-assigned to other essential positions during an emergency
- Personnel must cross train for other critical positions
- Personnel may be required to work from home or at other designated locations
- \_\_\_\_\_

**Workforce Protection Plans: Personal Protective Protocols (PPP)**

- Worksites will be provided with appropriate hand washing and sanitation procedures
- Workforce will be provided with appropriate Personal Protective Equipment as available
- Workforce will be provided with PPP and PPE training as appropriate and available
- Workforce will be encouraged to stay home when sick or becoming sick
- Workforce will be expected to practice universal infection control precautions like cough and sneeze etiquette, hand washing, avoiding touching face, only eating cooked or well-washed foods
- Workers have been encouraged to have Family Emergency Plans, including providing for ill dependents, school closures, Social Distancing requirements (closures of daycare, etc.)
- Workers are encouraged to form networks to support each other in emergencies, including transportation, emergency home repairs, and the delivery of food, medicines, books, movies, etc.;
- Town/City to provide appropriate PPE and PPP as available

**Liability Assessment** for staff, contractors, and volunteers should be assessed by Town/City Council and findings inserted here.

- Appoint all volunteer staff, including MRC Teams, as Special Municipal Employees for comprehensive liability protection

**Other:**



## Household Disaster Plan

### Basic Plan - What to have in your HEAD

- **Exits** – Make sure everyone knows multiple, safe ways to exit your building. Practice this.
- **Meeting Place** – Decide where your family will meet in the event you are separated. Have a backup meeting place away from your home. Make sure everyone knows the addresses and telephone numbers of these backup meeting places.
- **Communications** – Make sure everyone knows the phone number of a long distance friend or relative to act as a Point of Contact. Long distance phone lines often work when local lines are busy. Make sure everyone knows how to use an email contact. Everyone should keep this information in their wallets.
- **Special Needs Planning** – Your family may include small children, seniors, a physically or mentally handicapped person, animals, non-English speakers, etc. (Note: Pets will not be accepted at most shelters. Keep a Pet Go Bag with leashes, immunization records, toys and snacks for your pets with a list of shelters or friends that will keep pets.)
- **Emergency Plans** – Write down your plans. Include how to turn off your water, gas, furnace, and electricity. Make a copy for everyone in your family, including your relatives and friends. Post a copy in your house.
- **Community Emergency Plans** – Ask to see a copy of your schools', workplaces', and community's Emergency Plans. Be familiar with them.
- **During a disaster** – Stay calm, use a flashlight, sniff for fumes, clean up spilled hazardous materials, check on neighbors, stay away from downed power lines, only use 911 in a real emergency situation that threatens lives.

### Go Bag – What to have in your HANDS

- Important documents – copies in a watertight plastic bag. Include birth certificates, insurance cards, deeds, photo IDs, titles, electronic or paper copies of important documents, information on valuable items and bank accounts.
- Extra keys
- Money – at least \$50 in small bills along with ATM and credit cards
- Bottled water and energy bars for each person
- Flashlight, portable radio, and extra batteries
- Whistle, waterproof marker, paper, waterproof matches
- Leatherman-type multi-tool (pocket knife may not be allowed in shelters)
- Space blanket, 2 garbage bags, plastic drop cloth, strapping tape or duct tape
- Water filter and/or iodine water purification tablets
- N95 mask, gloves, and hand sanitizer for each person
- First Aid Kit (disinfectant, band aids, aspirin, sunscreen, hat, insect repellent, epi pen, etc.)
- Camp clothing (including sturdy shoes, warm socks, and rain gear)
- Contact information (family, friends - emergency numbers and emails)
- Child care supplies (toys, diapers, books, music, music player, etc.)
- **Items to add as you go out the door:**
  1. Cell phone, laptop and chargers or extra battery supplies
  2. Medications, glasses, and other current medical supplies

### Emergency Supplies – What to have in your HOME

- One gallon of drinking water per person per day for at least three days
- Ready-to-eat dry and canned foods with a manual can opener for at least a week
- First Aid Kit, medicines, and prescriptions to last at least a week
- ABC Fire extinguishers, working smoke and CO detectors
- Flashlights, battery-operated radios and extra batteries, candles, matches
- Plastic sheets, duct tape, and other supplies and tools
- Iodine tablets or one quart of unscented bleach and an eyedropper (for disinfecting water if directed to do so by the Health Dept.: 2-4 drops per quart of clear water, stir and let stand 30 minutes. Should smell like bleach.)
- Personal products like soap, feminine hygiene products, toothbrushes, toothpaste, etc.
- Fill your bathtub before the water goes off. You can also use the water in your toilet and hot water tanks if needed.
- Consider a generator or other emergency power supply (**THIS REQUIRES THE HELP OF A PROFESSIONAL**)
- Consider sources of backup heat (**WOOD STOVES AND OTHER HEATING APPLIANCES REQUIRE PERMITS**)

# Develop Emergency Relocation Site (ERS) Plans

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If your current Town/City offices are not available because of a flood, fire, or other threat, you need to establish an alternate site for operations from which you can provide essential services.

- Establish a meeting place (rallying point) outside of the Town/City offices in case they are unavailable (fire, flood, etc.) and make sure everyone knows about it.
- Determine the location of the Emergency Relocation Site (ERS) for Town/City operations.. If needed, get a Memorandum of Understanding (MOU) that allows you to use the location in an emergency. Consider other community owned buildings located away from the current site. Consider a reciprocal agreement with a neighboring community to share space.
- List required resources for the alternate site that will enable you to maintain your essential functions. List the location of these resources if they are not available onsite. Check these annually.
- Consider the following when determining an Emergency Relocation Site:
  - Immediate capability to perform essential functions (within 12 hours)
  - Available for up to 30 days
  - Safe location (out of flood plain, away from hazardous sites, etc.)
  - Accessible year round, preferably in a central location
  - Sufficient space including a room that could be used for meetings
  - Appropriate equipment
  - Interoperable communications
  - Internet access, high speed if possible
  - Reliable services including the basics of electricity, heat, water, air conditioners, etc.
  - Health, safety, and well-being of staff and volunteers
  - Physical security and access control
  - Each department may need its own ERS location and plan.

## Plan Components

- Appoint an ERS Team Leader who will coordinate the relocation
- Appoint an ERS Transportation Leader to provide transport
- Establish rallying point
- Establish an Emergency Relocation Site. **Obtain an MOU** if needed
- List needed equipment at the alternate site and where you will obtain it

 Worksheet: Emergency Relocation Site (ERS) Plan

 Worksheet: ERS Supply and Resource Information

Emergency Relocation Site ERS Plan	Details
<b>Rallying Point Location</b>	
<b>ERS Location</b>	
<b>Contact Information</b>	
<b>Backup to ERS</b>	
<b>Backup Contact Info.</b>	
<p><b>Phase I: Activation</b></p> <ol style="list-style-type: none"> <li>1. Activation by EMD, CEO, or Department Head</li> <li>2. Notify ERS Team Leader</li> <li>3. Notify Staff</li> <li>4. Notify ERS Location Contact</li> <li>5. Notify MEMA, Dispatch, etc.</li> <li>6. Notify Transportation Team</li> <li>7. Collect Essential Records, supplies and equipment from each Department</li> <li>8. Pack and prepare to move</li> <li>9. Order needed Supplies and Equipment for ERS</li> <li>10. Assemble Transportation</li> <li>11. Load</li> <li>12. Notify Public</li> <li>13. Relocation completed within 12 hrs</li> </ol> <p><b>Phase II: Operations</b></p> <ol style="list-style-type: none"> <li>1. Notify MEMA, etc.</li> <li>2. Public Information notices</li> <li>3. Support for key staff</li> <li>4. Replace missing staff</li> <li>5. Replace missing equipment</li> </ol> <p><b>Phase III: Termination</b></p> <ol style="list-style-type: none"> <li>1. Develop plans to phase down ERS as appropriate</li> <li>2. Conduct After Action Review</li> <li>3. Prepare AAR and IP</li> <li>4. Training and Exercises</li> </ol>	<p><b>List Primary ERS resources available:</b></p> <p><input type="checkbox"/> <b>Basics:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Heat, weather tight, lights, electricity</li> <li><input type="checkbox"/> Drinking water</li> <li><input type="checkbox"/> Air conditioning</li> <li><input type="checkbox"/> Toilets</li> <li><input type="checkbox"/> Kitchen facilities including a refrigerator and sink</li> <li><input type="checkbox"/> Desks, chairs, tables</li> <li><input type="checkbox"/> Office Supplies</li> <li><input type="checkbox"/> Generator (what can it run?)</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul> <p><input type="checkbox"/> <b>Communications:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Telephones</li> <li><input type="checkbox"/> Fax</li> <li><input type="checkbox"/> Internet, high speed access</li> <li><input type="checkbox"/> Radios</li> <li><input type="checkbox"/> Cell phone access</li> <li><input type="checkbox"/> Computers</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul> <p><input type="checkbox"/> <b>Extras:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Large meeting room</li> <li><input type="checkbox"/> Multiple offices</li> <li><input type="checkbox"/> _____</li> </ul> <p><input type="checkbox"/> <b>Other:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reference materials e.g. Emergency Plan, COOP plan</li> <li><input type="checkbox"/> To-Go kit is prepared and located at: _____ For contents see Go Kit Checklist</li> <li><input type="checkbox"/> Other:</li> </ul>
<b>ERS Transportation Staff</b>	<input type="checkbox"/> DPW <input type="checkbox"/> Fire Department <input type="checkbox"/> Town Staff _____ <input type="checkbox"/> _____
<b>ERS Transportation Equipment</b>	<input type="checkbox"/> DPW <input type="checkbox"/> Fire Department <input type="checkbox"/> _____ <input type="checkbox"/> _____
<b>Alternate Transportation</b>	(Private vehicles and leased vehicles See CEMP Pg ____ )

**Worksheet: Emergency Relocation Site (ERS) Plan – Supplies, Resources, Transportation, Communications Details**

<b>ERS Team Leader</b>	<b>Contact:</b>	<b>Phone:</b>	<b>Date Completed:</b>
<b>ERS Transportation Team Leader</b>	<b>Contact:</b>	<b>Phone:</b>	

List needed supplies and resources and who might provide them. Also, list where you store, or can access personal protective equipment.

<b>Supply/Resource/Equipment</b>	<b>Estimated Costs</b>	<b>MOU</b>	<b>Dept. /Company</b>	<b>Contact</b>	<b>Contact Information</b>	
		<input type="checkbox"/>			<b>Work</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Mobile</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Work</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Mobile</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Work</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Mobile</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Work</b>	
		<input type="checkbox"/>			<b>After Hours</b>	
		<input type="checkbox"/>			<b>Mobile</b>	

# Protect Vital Records

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In COOP planning, vital records are the records that Town/City Departments need to carry out essential functions. They include documents or files which, if damaged or destroyed, would disrupt operation and information flow, cause considerable inconvenience, and require replacement at considerable expense. Examples of vital records include your Emergency Management Plan, the COOP plan, reference material, copy of regulations, personnel roster and records, fiscal documentation, etc.

- Backup all vital records regularly and store backups off site.
- Know the exact location of all vital records and their backup. Someone who is not familiar with Town/City operations may need to locate them quickly.
- Consider keeping all vital COOP records together in one place.
- If your computer is password protected, ensure that more than one person knows how to obtain the files.

## Plan Components

- Determine which records are vital for each essential Town/City Department.
- Note location of primary and backup copies of records. Backup records should be kept off-site.

 Complete Worksheet: Vital Records

 **Optional:** Complete Emergency Contact wallet cards and distribute to each Town/City Emergency Response Partner. (Note: These cards can be printed double sided on standard business card stock.)

**Worksheet: Vital Records**

Consider the records you or someone else would need to have on hand in order to provide essential services. Describe in some detail and be very specific about their location. For example, note the exact location in the office. You might want to keep these records together in one place. Many records are already backed up in the Auditor's office, the Town Clerk's Office, the emergency Manager's Office, DPH. Note these locations. Password protected equipment master file should be available.

Essential function	Associated Vital Record	Description	Record Form	Location (Be Specific)	Backup Location
<b>Selectmen/Mayor's Office</b>	Comprehensive Emergency Management Plan (CEMP) COOP Personnel Records re: salary Past year's minutes Local Regulations		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Town/City Clerk</b>	Official Town/City Records		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Tax Collector</b>	Tax collection records		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Town/City Accountant</b>	Financial Records		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Assessor's Office</b>	Property Files Abatement Records		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Inspector of Buildings/ Building Commissioner</b>	Outstanding Permits Property Files Complaint Files		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		
<b>Board of Health/ Health Department</b>	Outstanding Permits Past year's minutes Septic Files Food Establishment Files Complaint Files		<input type="checkbox"/> Paper <input type="checkbox"/> Electronic <input type="checkbox"/> Other		

## ACRONYMS

ARC	American Red Cross
BOH	Board of Health
BCBOHA	Berkshire County Boards of Health Association
CDC	Centers for Disease Control and Prevention
CEMP	Comprehensive Emergency Management Plan
CEO	Chief Elected Official
CERT	Community Emergency Response Teams
DPH	Department of Public Health
EMD	Emergency Management Director
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
I & Q	Isolation and Quarantine
ICS	Incident Command System
IC	Incident Commander
ISCU	Influenza Specialty Care Unit
JIC	Joint Information Center
JIS	Joint Information System
JIT	Just-in-Time (Training)
LBOH	Local Board of Health
LTC	Long Term Care
MAA	Mutual Aid Agreement
MOU	Memorandum of Understanding
MEMA	Massachusetts Emergency Management Agency
MDPH	Massachusetts Department of Public Health
MRC	Medical Reserve Corps
NIMS	National Incident Management System
NGO	Non Governmental Organization
NPI	Non-Pharmaceutical Interventions
PIO	Public Information Officer
PPE	Personal Protective Equipment
PPP	Personal Protective Protocols
PR	Public Relations
REPC	Regional Emergency Planning Committee
SOP	Standard Operating Procedure (Protocol)
VNA	Visiting Nurses Association
WHO	World Health Organization

**Notes:**

Emergency Contacts for \_\_\_\_\_ Phone: \_\_\_\_\_

REPC POC		
Hospital POC		
<b>Town Emergency POC</b>	<b>Name</b>	<b>Backup/phone:</b>
Emergency Manager		
Deputy/Assist. EMD		
Fire Chief		
Police Chief		
BOH Contact		
EMS Contact		
DPW Contact		
Chief Elected Official		
EOC location		

HHAN: <a href="http://www.mass.gov/hhan">www.mass.gov/hhan</a>	User Name: HHAN Password: Phone Access Code:	
State 24 Hour Epidemiologist	617-983-6800 or 888-658-2850	Confidential Fx: 617- 983-6813
Region 1 Health Officer	Charlie Kaniecki	800-445-1255.
Region 1 Emerg. Coordinator	Don Snyder	413- 326-1051
Region1 Hospital Coordinator	Gail Bienvenue	800-445-1255
Medical Reserve Corps	www.wmmrc.org	
VNA		
MEMA – Western Region	413-821-1500	
<a href="http://www.BCBOHA.org">www.BCBOHA.org</a>	413-441-9060	Fax 582-4310
Local Media		

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