

City of New Bedford



Comprehensive Emergency Management Plan



Mayor Jon Mitchell

CONTENTS

1. Promulgation Statement.....	1
2. Approval and Implementation	1
3. Record of Changes	2
4. Signature Page	3
5. Introduction	5
6. Purpose	7
7. Scope	8
8. Situation	9
8.1 Community Characteristics	9
9. Threat, Hazard, and Vulnerability Analysis Summary	13
9.1 Summary of Hazards	13
9.1.1 Natural Hazards.....	13
9.1.2 Technological Hazards.....	18
9.1.3 Transportation Hazards	19
9.1.4 Man-Made Hazards	20
9.2 Critical Facilities and Infrastructure Summary	23
9.2.1 Utilities	23
9.2.2 Special Facilities/Vulnerable Populations	23
9.2.3 Critical Facilities and Infrastructure	23
9.2.4 Hazardous Materials Facilities	23
9.2.5 Health and Medical Facilities	24
9.3 Access and Functional Needs Populations	24
10. Planning Assumptions	26
11. Concept of Operations	28
11.1 Overview	28
11.2 Plan Activation.....	29
11.3 Phases of Emergency Management	29
11.3.1 Prevention and Mitigation.....	29
11.3.2 Preparedness	29
11.3.3 Response	30
11.3.4 Recovery	30
12. Direction, Control and Coordination.....	31
12.1 National Incident Management System.....	31
12.2 Incident Command System.....	31

12.2.1	Incident Command.....	31
12.2.2	Unified Command	31
12.2.3	Area Command.....	32
12.3	Transfer of Command	32
12.4	Incident Coordination and/or Response Locations/Facilities	32
12.4.1	Incident Command Post.....	32
12.5	Emergency Operations Center	33
12.5.1	Virtual EOC.....	33
12.5.2	EOC Goals.....	33
12.5.3	EOC Activation Levels	33
12.5.4	EOC Equipment.....	34
12.5.5	EOC Staffing	34
12.5.6	EOC Activation.....	35
12.5.7	EOC Deactivation	35
12.5.8	Staging Area	35
12.5.9	Points of Distribution	35
12.5.10	Shelters	36
12.6	Evacuation	36
12.6.1	Evacuation Assembly Points	36
12.6.2	Evacuation Transportation Hub (T-Hub)	37
13.	Organization and Assignment of Responsibilities	38
13.1	Leadership	38
13.1.1	Mayor.....	38
13.1.2	Emergency Management Director.....	38
13.2	Emergency Management Organization	39
13.2.1	Government Organizations	39
13.2.2	Non-Governmental Organizations	39
13.2.3	Private Sector	39
13.2.4	Commonwealth of Massachusetts	39
14.	Emergency Operations Center Organization	41
14.1	EOC Organization.....	43
14.2	Assignment of Roles and Responsibilities.....	44
14.2.1	Mayor.....	44
14.2.2	Public Information Officer.....	45
14.2.3	Department of Emergency Management.....	46

14.2.4	Disaster Information Coordinator Responsibilities	47
14.2.5	Department of Public Infrastructure Responsibilities (Parks, Engineering, Highway, Cemeteries, Wastewater & Water)	49
14.2.6	Department of Parks Recreation and Beaches	50
14.2.7	Department of Facilities and Fleet Management	51
14.2.8	Department of Inspectional Services Responsibilities	51
14.2.9	New Bedford Regional Airport Responsibilities	52
14.2.10	Emergency Medical Services Department Responsibilities	53
14.2.11	Board of Health Department Responsibilities	53
14.2.12	Information Technology Responsibilities	55
14.2.13	New Bedford Cable Access Responsibilities	56
14.2.14	New Bedford Public School Responsibilities	56
14.2.15	New Bedford Police - Animal Control Responsibilities	57
14.2.16	New Bedford Police Department Responsibilities.....	58
14.2.17	New Bedford Fire Department Responsibilities	59
14.2.18	City Solicitor Responsibilities	60
14.2.19	Financial Group Responsibilities (Chief Financial Officer, Treasurer, City Auditor, Purchasing Agent).....	60
14.2.20	Community Services/Council on Aging Responsibilities	61
14.2.21	New Bedford Port Authority Responsibilities (Port of New Bedford)	61
14.2.22	Department of Resilience and Environmental Stewardship	62
14.2.23	American Red Cross (ARC) Responsibilities.....	62
14.3	Line of Succession	64
15.	Information Collection, Analysis and Dissemination	65
15.1	Situational Awareness	65
15.2	Information Collection.....	65
15.3	Information Analysis	65
15.4	Dissemination	66
15.5	Internal Messaging	66
15.6	Public Messaging	66
15.7	Local Declaration of Emergency	66
16.	Communications	68
16.1	Alert and Notification	68
16.2	Notification of City Departments	68
16.3	EOC Communications.....	69

16.4	Emergency Alert and Warning	69
16.4.1	Public Warning	69
16.4.2	Emergency Alert and Warning for Persons with Access and Functional Needs	70
16.4.3	Internal Emergency Public Information (EPI) Coordination	71
16.4.4	Joint Information Center	71
16.4.5	Emergency Public Information Message Content	71
16.4.6	Public Information Officer	71
17.	Administration, Finance, and Logistics	73
17.1	Finance and Administration	73
17.2	Records	73
17.2.1	Record Retention	74
17.2.2	Preservation of Records	74
17.3	Reports	74
17.4	Messages	74
17.5	Local Government Situation Report	74
17.6	Resource Management	74
17.7	Mutual Aid	75
18.	Training and Exercise Program	76
18.1	Training Program	76
18.1.1	All Hazards Training	76
18.1.2	Hazardous Materials Training	77
18.1.3	Incident Command System	79
18.1.4	Trainers	80
18.2	Exercise Program	80
18.2.1	Types of Exercises	80
Appendix A	Acronyms	A-1
Appendix B	Mutal Aid System	B-1

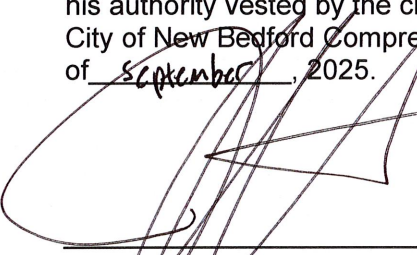
1. PROMULGATION STATEMENT

The primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. The goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

The City of New Bedford Comprehensive Emergency Management Plan (CEMP) provides a framework for a city-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all city departments, agencies, government organizations, volunteers, and city partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the city.

It is intended that this plan and annexes conform to the terms and conditions of all Massachusetts Laws and Regulations and as amended, the Commonwealth of Massachusetts Comprehensive Emergency Management Plan, and such Federal Acts and Regulations as may be applicable. The City of New Bedford Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities, and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of the Mayor and within his authority vested by the citizens of City of New Bedford, I do hereby promulgate the attached City of New Bedford Comprehensive Emergency Management Plan on this 27 day of September, 2025.



Mayor Jon Mitchell

Brian Nobrega, Director of Emergency Management

2. APPROVAL AND IMPLEMENTATION

This Comprehensive Emergency Management Plan (CEMP) for the City of New Bedford will become effective and considered approved upon signing by the Mayor and the Emergency Management Director. When approved, this plan will supersede all previous plans for emergency management.

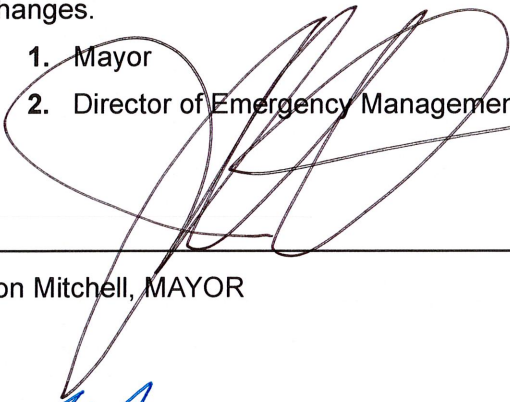
The Mayor authorizes the Emergency Management Director of the City of New Bedford to make certain modifications to this plan with approval of the Mayor. These modifications must be recorded in the Record of Changes section of this plan.

Authorized modifications include:

- Changes to contact information
- Changes to roles and responsibilities
- Changes to EOC structure
- Changes to hazards in the City of New Bedford

The following City of New Bedford officials have the authority to make the above-named changes.

1. Mayor
2. Director of Emergency Management



Jon Mitchell, MAYOR

09.27.25

DATE



Brian Nobrega, Director of Emergency Management

9/12/2025

DATE

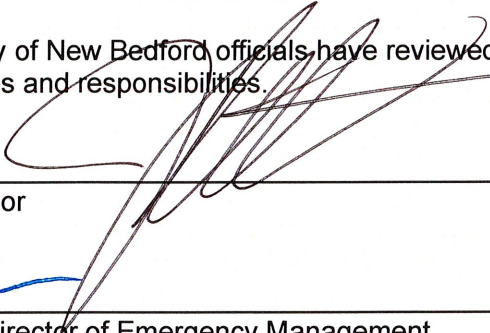
3. RECORD OF CHANGES

Table 1. Record of Changes

Change #	Date	Part Affected	Date Posted	Who Posted

4. SIGNATURE PAGE

The following City of New Bedford officials have reviewed the plan and acknowledge their department's roles and responsibilities.



Jon Mitchell, Mayor

9/27/25

DATE



Brian Nobrega, Director of Emergency Management

9/12/25

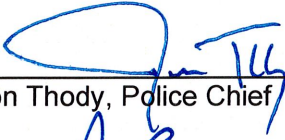
DATE



Brian Medeiros, Fire Chief

9/12/25

DATE



Jason Thody, Police Chief

9/12/2025

DATE



Jamie Ponte, Commissioner of Public Infrastructure

9/12/25

DATE



Mary Rapoza, Director of Parks, Recreation & Beaches

9/12/25

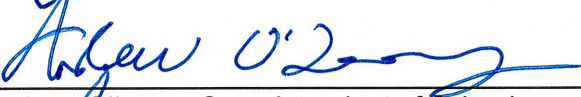
DATE



Jennifer Vieira, Director of Facilities & Fleet Management

9/12/2025

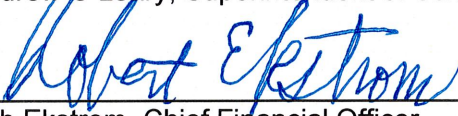
DATE



Andrew O'Leary, Superintendent of Schools

9/12/25

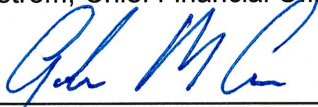
DATE



Bob Ekstrom, Chief Financial Officer

9/12/25

DATE



Gordon Carr, Executive Director Port of New Bedford

09/12/25

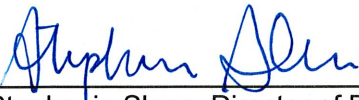
DATE

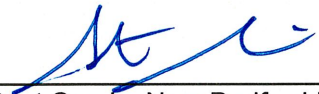


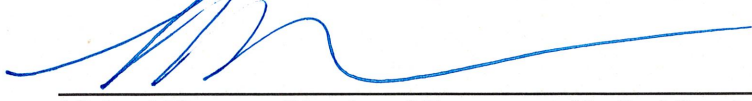
Danny Romanowicz, Commissioner of Inspectional Services

9/12/2025

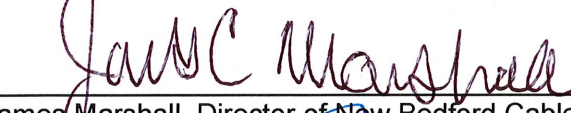
DATE


Stephanie Sloan, Director of Board of Health
DATE 9/12/25

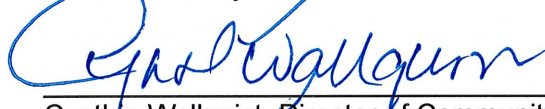

Scot Servis, New Bedford Regional Airport Manager
DATE 9-15-25

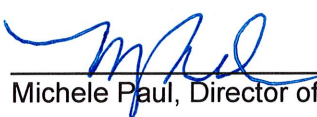

Michael Thomas, Director of Emergency Medical Services
DATE 9/12/25


John Costa, Director of Information Technology
DATE 9/12/25


James Marshall, Director of New Bedford Cable Access
DATE 9/12/25


Eric Jaikes, City Solicitor
DATE 9/12/25


Cynthia Wallquist, Director of Community Services
DATE 9/12/25


Michele Paul, Director of Resilience & Environmental Stewardship
DATE 9/12/25

5. INTRODUCTION

When a disaster impacts the city, the city must organize to provide coordinated comprehensive response and recovery actions and resources. Resources must be determined and prioritized; response elements must be identified and dispatched; reports and records have to be maintained in an organized fashion.

To guide response activities and ensure effective and efficient coordination, the City of New Bedford has developed this Comprehensive Emergency Management Plan (CEMP). The Comprehensive Emergency Management Plan defines the scope of preparedness and emergency management activities in the city, and facilitates all hazard preparedness, mitigation, response, and short-term recovery activities, thereby setting the stage for a successful long-term recovery. The City of New Bedford CEMP describes the city's emergency management organization, including the roles, responsibilities, and operations of City of New Bedford and all of its departments and agencies during a disaster, major emergency, or planned event. The CEMP describes the relationship between the city and local, regional, state, and federal emergency response structures. The CEMP:

- Formulates policies designated to protect life and property during incidents affecting or threatening life or property within the city.
- Provides guidance for strategic thinking and decision-making as it relates to emergency operations.
- Assigns department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the city
- Officially establishes the National Incident Management System (NIMS) and Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the city
- Identifies lines of authority and city policy related to emergencies and disasters.

The City of New Bedford activates its CEMP when the city must respond to an emergency situation that requires multi-agency coordination within the city, and/or may require support from other local, state, and federal entities. In addition, the City of New Bedford may activate the CEMP to coordinate multi-agency and/or multi-jurisdictional support of a pre-planned event.

The City of New Bedford CEMP does not supersede any departmental standard operating procedure (SOP) or responsibility for day-to-day operations. The CEMP supplements but does not supplant the responsibilities or duties of any department or agency. The CEMP also describes cooperation and integration of actions with other nearby communities and response entities. This plan is not intended to limit or restrict the initiative, judgment, or independent action required to provide appropriate and effective emergency response, disaster mitigation activities, preparedness, and recovery efforts.

The CEMP is based on the Federal Response Plan (FRP), the National Response Framework (NRF) and National Preparedness Goal, and is compliant with the NIMS, ICS, and the

Comprehensive Preparedness Guide (CPG) 101 Version 2 national standards. The CEMP is also compatible with the state-level Massachusetts CEMP.

All appointed and elected city officials, city departments, volunteers, and partner agencies should become familiar with this document to ensure efficient and effective execution of their emergency responsibilities. While the plan can help to establish relationships, responsibilities, and general guidelines for city departments to use during an emergency, it does not replace the responsibility each department has in developing its own emergency protocols and testing its own plans. The CEMP is only one aspect of a prepared and resilient city.

6. PURPOSE

The purpose of the City of New Bedford CEMP is to establish the overall framework for integration and coordination of emergency management and response activities and to facilitate a coordinated response to any emergency or event in the City requiring multi-agency response or support. The CEMP identifies local agencies and partner organizations that provide command and coordination capabilities for an emergency or event and describes how command and response components are organized and managed. The plan provides guidance to all departments and agencies in the City and details general roles and responsibilities of local departments and partnering stakeholders before, during, and following an emergency situation or event. It also provides for the systematic integration of additional emergency resources but does not replace other federal, state, or national emergency operations plans or procedures. It identifies lines of authority and organizational relationships for the management of emergency response actions, describes how people and property are protected in an emergency or disaster, and identifies legal authority.

Furthermore, the purpose of this plan is to prescribe those activities to be taken by the Mayor as well as by other government and city officials to protect the lives and property of all of the citizens of the City in the event of a natural or human-caused emergency or disaster, including terrorism, and to satisfy the requirement that the City have an effective and operational emergency management plan.

The CEMP is comprised of this Base Plan, and a series of attachments, which provide an in-depth tool to build a strong emergency management plan.

The CEMP is intended to accomplish the following goals:

- Assign responsibilities to agencies, organizations and individuals for carrying out specific actions during an emergency or event;
- Detail the methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment;
- Provide a process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters;
- Identify the responsibilities of local agencies and partnering stakeholder and organizations during emergencies or events; and
- Identify lines of authority and coordination for the management of an emergency or event.

7. SCOPE

This Plan encompasses all five phases of the emergency management cycle—prevention, preparedness, mitigation, response, and recovery—and applies to all City departments and agencies as well as other response agencies operating within the geographical boundary of the City. The plan is applicable to all organizations acting for or on behalf of the government of the City of New Bedford in response to an emergency or in support of an event. Department or organization-specific plans may be developed by city agencies and/or partners to augment this plan to more efficiently detail and integrate actions related to agency- or venue-specific requirements.

This Plan addresses two different types of response scenarios:

- **Planned or Anticipated Incidents:** Incidents that can be planned for in advance such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits, etc. and;
- **Immediate Response Incidents:** Incidents such as a major traffic accident, airplane crash, tornado, earthquake, fire, hazmat incident, active shooter, kidnapping, major crime, etc.

8. SITUATION

8.1 Community Characteristics

Geography: The City of New Bedford is an urban city located in southeastern Massachusetts. It is bordered to the west by Dartmouth, to the north by Freetown, to the east by New Bedford Harbor, and Fairhaven and to the south by Buzzards Bay. New Bedford is 54 miles south of Boston and 33 miles southeast of Providence, Rhode Island. It has a total land area of 20.2 square miles.

Geologists classify the southeastern Massachusetts area as part of the Northeast Coastal Lowlands/Coastal Plain region. The landscape is heavily influenced by the impacts of glaciers that receded 12,000 years ago. The area has low hills; somewhat porous soils; deposits of sand and gravel; multiple swamps, lakes, rivers and ponds; and a high water table. The glaciers left behind thick layers of sand and gravel, lying over bedrock. Today, the Acushnet River at the southeastern edge of the city lies at or below sea level. The elevation rises to the west, coming up from the river, but then drops again in wetland areas around the airport. The general elevation is 50 feet above median sea level and the highest point is 181.5 feet above sea level.

The water resources of New Bedford have played a central role in its development. New Bedford Harbor has 11.4 miles of tidal shoreline, is the number one fishing port in the United States, and has become the hub of off-shore wind deployment and maintenance in the northeast Atlantic. The hurricane barrier, completed in 1966, closes during storm events and protects the recreational and commercial fleet. New Bedford enjoys its reputation as a "safe harbor" because of the hurricane barrier. The stone and steel barrier extends across the mouth of New Bedford Harbor to the Fairhaven side near Fort Phoenix. It is 9,100 feet long and 20 feet above median sea level. The harbor section has two 440-ton gates in the center that can be closed during strong tides or storms to protect the inner harbor. The western section protects the city from tidal surges in Clarks Cove. Built by the Army Corps of Engineers, the hurricane barrier is the largest stone structure on the East Coast. The area protected by the barrier includes 1,400 acres of densely developed industrial and commercial properties along the New Bedford waterfront and the Acushnet River. According to the Army Corps of Engineers, as of September 2011, the hurricane barrier has prevented \$24.1 million in flood damages and coastal tidal surges since it was built.

Surface water accounts for 3.9 square miles of area, and includes the Acushnet River and three ponds: Sassaquin, Turners, and the Buttonwood Park Pond.

New Bedford has historically experienced an average winter temperature of 33°F and average summer temperatures of 69°F according to baseline temperatures 1970 - 2030.¹ Typical annual precipitation is 43 inches. The growing season, from the last killing frost in the spring to the first killing frost in the fall, runs between 180 to 200 days. The area is subject to a variety of severe

¹ Eastern Research Group, Inc., *ResilientMass Plan: 2023 Massachusetts State Hazard Mitigation and Climate Adaptation Plan*, September 2023, https://www.mass.gov/files/documents/2023/10/10/2023%20ResilientMass%20Plan_10.10.23%20508.pdf.

weather events, including hurricanes, Nor'easters, thunderstorms, blizzards, tornadoes, and drought to name just a few. All of these are discussed more fully in Section 3.

Population: According to the Decennial Census the City of New Bedford had a total population of 101,079 in 2020.² New Bedford's population in 2010 was 95,072, representing an increase of 6.4 percent (6,007 persons). This growth is expected to continue steadily to approximately 107,000 people in 2050.³

New Bedford's residents are younger than Massachusetts' population as a whole. As compared to Massachusetts, 5.9% of the population is under the age of 5 and 24.7% is under 19 (as opposed to 4.8% and 22.2%).⁴ New Bedford has a smaller population of older adults (over 65): 15.3% versus 17.5%, though that share is expected to grow.⁵ Older adults are at higher risk of adverse impacts during and following a disaster.

The City is more diverse than the Commonwealth. 24.3% of residents of New Bedford are Hispanic or Latino, and an additional 16.1% identify as having heritage of two or more races.⁶ The median household income in New Bedford in 2023 dollars (averaged across 2019 – 2023) was \$56,025, with 19.9% of residents living in poverty.⁷

Socioeconomic disparities matter in understanding the risks and vulnerabilities of disasters. Disasters do not impact all people in the exact same way. The Fifth National Climate Assessment (Chapter 21)⁸ states this very clearly:

“Extreme heat, storms, flooding, and other climate-related hazards are causing disproportionate impacts among certain communities in the Northeast, notably including racial and ethnic minorities, people of lower socioeconomic status, and older adults. These communities tend to have less access to healthcare, social services, and financial resources and to face higher burdens related to environmental pollution and preexisting health conditions.”

The Decennial Census listed 44,588 housing units in 2020, with more (61%) residents renting their homes than owning (39%).⁹ Overall, the housing stock increased by 1,655 units from 2010 to 2020.¹⁰ Residential growth has been steady. Since 2007, the former mill buildings near Riverside Avenue and Wamsutta Street along the Acushnet River have been redeveloped from industrial and business use to multi-family residential use. This change in use of the area has

² Decennial Census, [DP1: PROFILE OF GENERAL POPULATION ...- Census Bureau Table](#).

³ UMass Donahue Institute population projections: <https://donahue.umass.edu/business-groups/economic-public-policy-research/massachusetts-population-estimates-program/population-projections>

⁴ Decennial Census, [DP1: PROFILE OF GENERAL POPULATION ...- Census Bureau Table](#).

⁵ Ibid.

⁶ Ibid.

⁷ <https://www.census.gov/quickfacts/fact/table/newbedfordcitymassachusetts/INT100223>

⁸ Fifth National Climate Assessment <https://nca2023.globalchange.gov/chapter/21/>

⁹ Ibid.

¹⁰ https://donahue.umass.edu/data/pep/dashboards/census2020_dashboard.html

made more of the population vulnerable to the impacts of natural hazards that may result in coastal flooding and thus has increased the City's overall vulnerability.

Access and Functional Needs: According to the 2023 American Community Survey (ACS) performed by the U.S. Census Bureau, New Bedford has disability rate of 12.7% of the population, which is among the highest in the state. Overall, the ACS attempts to capture six aspects of disability: (hearing, vision, cognitive, ambulatory, self-care, and independent living); which can be used together to create an overall disability measure, or independently to identify populations with specific disability types. Other groups with function-based needs that may not be captured in demographic data may include, but are not limited to, people who are morbidly obese, pregnant women, people who require prescription medication for daily well-being, and people who are transportation disadvantaged.

Roadway Infrastructure: New Bedford has a total of 282 miles of roadway. Routes 18 and 140 act as the major north/south route and Route 6 as a major east/west route. Nearly three miles of Interstate 195 run through the center of the City, dividing it into a north and south area. There are 34 bridges in New Bedford. Of these, six are classified as structurally deficient, all owned by the Massachusetts Department of Transportation (MassDOT). Five of these bridges are part of the I-195/Route 18 interchange while the sixth is part of the Route 6/Route 18 interchange.¹¹ In addition, the 2023 Southeastern Regional Planning and Economic Development District (SRPEDD) Regional Transportation Plan recommends replacing the New Bedford/Fairhaven Bridge. It was completed in 1903 and is classified as functionally obsolete.

¹¹ MassDOT: <https://geo-massdot.opendata.arcgis.com/datasets/MassDOT::bridges/explore?location=41.697934%2C-72.112666%2C7.45>

Rail Lines: New Bedford has 20 rail crossings in the city limits. Rail is operated by MBTA and Mass Coastal. Rail crossing locations and owners are listed below.

Street Crossings

- Nash Road (MBTA)
- Hathaway Road @ Mt Pleasant (Mass Coastal)
- Shawmut Ave (Mass Coastal)
- Samuel Barnet Blvd (MBTA)
- Tarkiln Hill Road (MBTA)
- Pig Farm Road (MBTA)

Bride Over Road

- Deane Street (MBTA)
- Sawyer Street (MBTA)
- Coggeshall Street (MBTA)
- Weld Street Off Ramp Rt 18 (MBTA)
- Logan St (MBTA)
- Rt 18 North (MBTA)
- Rt 18 South (MBTA)
- Acushnet Ave & Wamsutta St (MBTA)
- Under 140 Hathaway Rd/King's Highway (Mass Coastal)

The city has additional rail located around State Pier and along Herman Melville Blvd and MacArthur Drive. The city as of this plan is trying to identify who is responsible for these sections. The city also has a section that run into and beside a municipal owned building located on Hervey Tichon Ave

9. THREAT, HAZARD, AND VULNERABILITY ANALYSIS

SUMMARY

Identifying potential hazards is the first step in any effort to reduce the city's vulnerability. The subsequent identification of the risk and vulnerability for a community are the primary factors in determining how best to allocate finite resources to address what mitigation might take place.

New Bedford has completed a threat, hazard and vulnerability assessment for the jurisdiction as part of the ongoing 2025 Multi-Hazard Mitigation Plan Update project (2025 MHMP). The hazard identification and analysis process involved all hazards that potentially threaten the City of New Bedford, also consistent with the ResilientMass Plan: 2023 Massachusetts State Hazard Mitigation and Climate Adaptation Plan (MA SHMCAP)—which fully integrates a hazard mitigation plan and a climate adaptation plan. The New Bedford Local Hazard Mitigation Committee/Technical Committee (LHMC/TC) evaluated each of the hazard types that may affect New Bedford including natural, human-caused, and technological hazards. The threat, hazard, and vulnerability assessment also incorporated climate change considerations for all profiled natural hazards; as relevant, climate change considerations were also evaluated for human-caused and technological hazards.

A hazard is the actual event that poses danger to the City (e.g., the hurricane, tornado, earthquake). The term “risk” refers to the predicted impact that a hazard would have on people, services, and specific facilities and structures in the city. The term “vulnerability” refers to the characteristics of society or environment affected by the event which results in associated costs from damages. The vulnerability of an area refers to its susceptibility to a hazard. The areas of the city affected by extreme natural, human-caused, and technologic events are identified by the hazard risk assessment. In determining the risk and vulnerability of the city, the likelihood, frequency, and magnitude of damage from identified hazards are assessed. The result of this process was the preparation of a Hazard Index that quantifies the probability, severity, and overall risk of these hazards impacting the City used to establish mitigation benefits and develop mitigation strategies later in the plan.

The analysis identified the following potential hazards and threats, vulnerabilities, and impacts to population, property and critical infrastructure.

9.1 Summary of Hazards

9.1.1 Natural Hazards

Natural hazards are defined as naturally occurring events—such as riverine flooding, areal flooding, hurricanes, tropical storms, coastal flooding, earthquakes, tornadoes, wildland fires, pandemics, and severe winter storms—that have the potential to harm people, property, or the environment. The following natural hazards are capable of causing an impact in New Bedford (listed in order of frequency):

Flooding: Flooding results from large-scale weather systems generating prolonged rainfall, on-shore winds, locally intense thunderstorms, dam failures, or significant snow melt. Floods are

capable of undermining buildings and bridges, eroding shorelines and stream banks, uprooting trees, washing out access roads, and causing loss of life and injuries. Also, flash floods (characterized by rapid onset and high velocity waters) carry large amounts of debris that further exacerbate conditions.

According to the FEMA flood zone risks, areas subject to localized flooding from insufficient drainage systems and/or limited combined sewer capacity have been identified and include:

- Belleville Avenue from Hatch Street to Covell Street
- Deane, Sawyer, and Coggeshall Streets where these streets intersect and pass under the railway bridges just east of Purchase Street
- Washburn Street at Kilburn Street
- North Front Street and Acushnet Avenue at Wamsutta Street, and at times affecting the Route 18 Bypass highway immediately adjacent to this intersection
- Bonney Street at Thompson Street
- Swift Street at Orchard Street
- Fair Street at Orchard Street
- Maple Street at Chancery Street
- Brownell Avenue and Hawthorne Street
- The Fuller Memorial Parkway along Buttonwood Pond

Severe Weather/Winter Storms: Winter storms often include natural hazards such as extreme winds, coastal erosion, and flooding. Utility and power lines can break from the weight of snow or ice coupled with strong winds. This could put residents at risk of losing heat, electricity, and water (if using well water). Snow melting poses problems as well such as road flooding in low lying areas. The city has experienced heavy snow, ice, and winter storms which have become more frequent over the past several years.

Coastal Erosion: In New Bedford, coastal land within the hurricane barrier is protected from coastal erosion. For areas outside the hurricane barrier, coastal erosion exists along the east and west coastal areas of the peninsula. The limited beach areas along East and West Rodney French Boulevard between jetties from the hurricane barrier to the seawall structures at Fort Taber are subject to erosion and accretion, depending upon the storm intensity and direction. Because of the hurricane barrier, the city is less at risk from the effects of coastal erosion compared to other coastal communities that have no such protection. Thus, while coastal erosion is likely in the coastal areas outside the hurricane barrier, the impact is generally small, and the severity is negligible.

Hurricanes: Hurricanes are defined as a large circulating windstorm covering hundreds of miles that form over warm ocean water. To be officially classified as a hurricane, the wind speeds must exceed 74 miles per hour. In the northern hemisphere winds circulate in a counterclockwise direction. A great dome of water as much as fifty miles in diameter (called the “storm surge”) is pushed ahead of the storm by its winds. In some coastal locations, this can result in tides 20 feet higher than usual. Occasionally, storm surge is responsible for damage to property and potential deaths.

Tornadoes: Tornadoes are violently rotating columns of air in contact with and extending between a cloud and the surface of the earth. Generally, winds in most tornadoes are 100 miles per hour or less, but they can exceed 250 miles per hour in the most violent and least frequent tornadoes. Several conditions are required for the development of tornadoes and associated thunderstorm clouds, including abundant low-level moisture to contribute to the development of a thunderstorm, along with a trigger/cold front to lift the moist air. Tornadoes usually form in areas where strong winds are turning in a clockwise direction and can be in the traditional funnel shape, or in a slender rope-like form. They typically begin in a supercell (severe thunderstorm), primarily in the month of May. A waterspout is a tornado over a water surface, such as a bay or ocean. While rarer, tornadoes have been known to occur on Cape Cod, most recently in the summer of 2019. They can cause widespread and devastating damage.

Urban Fires and Wildfires: Wildfires are defined as any non-structural fire that occurs in vegetative wildland, including grass, shrub, leaf litter/debris, and forested tree fuels. Most susceptible to the hazard are pitch pine, scrub oak, and oak forests—the most flammable vegetative fuels. Small wildfires are common throughout the State, especially when drought or near-drought conditions warrant, the potential for spreading wildfires is real.

Drought: Drought is a temporary irregularity characterized by long durations of below normal precipitation. Drought occurs in virtually all climatic zones yet varies significantly from one region to another, due to its relationship to normal precipitation in that specific region. Drought can affect agriculture, water supply, aquatic ecology, wildlife, and plant life. Beyond its role as a factor leading to wildfire, drought also has impacts on public safety for all firefighting activity, agricultural production, and economic vitality of large water users such as golf courses or industrial processes. Drought can also affect groundwater sources and surface water reservoir supplies.

Earthquakes: An earthquake is the sudden release of strain energy in the Earth's crust, resulting in energy waves that radiate outward from the earthquake source. The point on the Earth's surface directly above the focus is called the earthquake epicenter. The severity of earthquake effects is dependent upon magnitude of energy released, proximity to the epicenter, depth to the epicenter, duration, geologic characteristics, and type of ground motion. When earthquakes occur, much of the damage is a result of structures falling under the stress created by the ground movement. Another significant effect is damage to the public and private infrastructure (i.e., water service, communication lines, drainage system).

Communicable/Infectious Disease-Related Hazards: An infectious disease is an illness due to a specific infectious agent or its toxic products that arises through transmission of that agent or its products from an infected person, animal, or inanimate source to a susceptible host either directly or indirectly through an intermediate plant or animal host, through a vector, or through contact with the inanimate environment. Diseases such as pertussis, and most recently, COVID-19, are examples of infectious diseases that can pose a threat to a city's population. To gauge the potential impact of disease on the state's human population, it is helpful to classify disease occurrences according to the following:

- **Isolated case of a high-consequence disease:** One or more cases of a particularly serious disease where further spread is unlikely yet places a significant strain on resources that are required to isolate and provide treatment.

- **Institutional outbreak:** Two or more cases of a similar illness with a similar exposure within an institution.
- **Epidemic:** A sudden increase in the number of cases of a disease above what is normally expected in the population.
- **Pandemic:** An epidemic that has spread over several countries or continents affecting many people.

The entire City of New Bedford is susceptible to the spread of infectious diseases. In crowded areas or urban centers where people are in close proximity and contact with one another, transmission can be exacerbated.

Table 2. Natural Hazards Index

<i>Hazard</i>	<i>2023 Frequency (i.e., Unlikely, Possible, Likely, Highly Likely)</i>	<i>2023 Location (i.e., Small/Local, Medium/Regional, Large/Multiple communities)</i>	<i>2023 Severity (i.e., Negligible, Limited, Critical, Catastrophic)</i>	<i>2023 Hazard Index (i.e., ranked by combining frequency and severity; 10 - high, 1 - low)</i>
Flood-Related Hazards				
Riverine/Flash Flooding	2	1	1	4
Inland/Urban Flooding, Heavy Rain	3	2	2	7
Dam Failure	1	1	1	3
Coastal Flooding/Erosion	3	2	1	6
Winter-Related Hazards				
Blizzards/Snow/Nor'easter	3	3	1	7
Extreme Cold	3	3	0	6
Wind-Related Hazards				
Hurricanes/Tropical Storms	2	2	2	6
High Winds	3	2	1	6
Tornadoes/Waterspouts	1	1	1	3
Lightning/Thunderstorms	3	1	1	5
Hail	1	1	0	2
Geologic-Related Hazards				
Earthquakes	1	1	0	2
Landslides	0	1	0	1
Tsunami	0	1	0	1
Extreme Heat-Related Hazards				
Extreme Heat	3	3	2	8
Drought-Related Hazards				
Drought	2	3	1	6
Wildfire/Brushfire-Related Hazards				
Wildfire/Brushfire	2	1	0	3
Communicable-Related Hazards				
Infectious Disease/Public Health	3	3	3	9
Invasive Species-Related Hazards				
Multiple (aquatic plant species)	3	2	1	6
Vector-Borne-Related Hazards				
Multiple	3	1	1	5
Changes in Groundwater	2	1	1	4

9.1.2 Technological Hazards

Technological Hazards generally refer to hazardous materials, petroleum, natural gas, synthetic gas, acutely toxic chemicals, and other toxic chemicals at fixed facilities or in transport, and infrastructure failure hazards. The following technological hazards are capable of causing an impact in New Bedford:

Civil Disturbance: FEMA defines civil disturbance activity as “an activity such as a demonstration, riot, or strike that disrupts a community and requires intervention to maintain public safety.” Often, civil disturbances arise from spontaneous acts by individuals or a group seeking to gain attention for something they feel is unjust, such as political grievance, social justice conflict, or response to the demand for goods and services. Citizens have the right to peaceful assembly, and not all assemblies result in violence. The public safety concern is for those assemblages that cause an immediate danger or result in damage or injury to property or person(s) participating or passersby.

As civil disturbances are often spontaneous in nature, it is difficult to predict when and where they may occur. With advancements in technology, such as social media, small gatherings can quickly turn into large, disruptive gatherings. The entire City is vulnerable to civil unrest/disturbance events.

Dam Failure: A dam is any artificial barrier with the ability to impound water, wastewater, or any liquid-borne material for the purpose of storage or water control. Dam failure can be a catastrophic type of failure characterized by the sudden, immediate, and uncontrolled release of impounded water, or the likelihood of such an uncontrolled release with secondary impacts to downstream structures within the inundation zone.

A dam failure event includes the potential for a range of impacts on both residents and the built environment, including injury and loss of life, short- and long-term displacement, financial needs, and emotional/psychological trauma. A dam failure event can also impact the city’s critical facilities/infrastructure including structural and equipment damage at municipal buildings, disruptions to normal/daily operations (e.g., water supply, sewer conveyance/treatment, and communications), and transportation disruptions. Dam failure events can also impact the environment/ecosystems by way of displacing wildlife, carrying pollution/hazardous materials into natural habitats, and disrupting natural ecological processes.

Hazardous Materials: Several facilities in New Bedford store, use, dispose, or handle hazardous materials on a regular basis. These facilities are commonly known as “Tier I” or “Tier II” facilities and are regulated by Title III of the Emergency Planning and Community Right to Know Act (EPCRA). The New Bedford Regional Airport maintains Rules and Regulations regarding hazmat storage/disposal and spill prevention/control.

The entire City is equally susceptible to a hazardous materials release incident. Many chemical shipments move through Massachusetts annually at varying times, day or night, via roadway networks, rail, air and water, and often through urbanized areas like New Bedford.

New Bedford-Fairhaven US Army Corp of Engineers (USACE) Hurricane Barrier System: The 9,100-foot-long New Bedford Harbor Barrier and Dike consists of a 4,500-foot-long earth and rock fill barrier across the New Bedford Harbor with a 150-foot-wide navigation gate plus a

3,600-foot-long earthen dike extension along the western New Bedford waterfront extending from Gifford Street to Rodney Street along East Rodney French Boulevard. Street gates are used to provide a continuous line of protection where the dike is crossed by East and West Rodney French Boulevards and Padanaram Avenue.

9.1.3 Transportation Hazards

Transportation Hazards generally refer to hazards that exist on the various transportation networks in a community. These could include roadways, railways, waterways that may serve as routes for the transport of hazardous materials, or airfields in the communities. This includes the following transportation networks in New Bedford:

Highway: The city maintains over 260 miles of accepted streets. Additionally, there is Interstate Route 195 which runs east to Cape Cod and west through Fall River and on into Providence, RI where it joins Interstate Route 95. Interstate Route 195 is paralleled by U.S. Route 6 (Kempton Street). Route 140, which starts at Route 6, travels in a generally northerly direction to Taunton and joins Route 24 towards Boston. Secondary Route 18 connects New Bedford with neighboring towns to the north.

Rail: CSX Transportation (formerly Conrail) provides a freight service in New Bedford and continues into Dartmouth and points west. Also MBTA now operated 2 terminals within the city for passenger rail services.

Bus: New Bedford is served by two long-distance carriers providing daily passenger and package service. Bonanza/Peter Pan Bus serves points west (Providence, RI and New York City, NY) and east (Cape Cod) of the city, and DATTCO (formerly American Eagle Motor Coach) provides service to Boston. Additionally, the Southeastern Regional Transit Authority provides local service within the city and to neighboring communities.

Air: The New Bedford Regional Airport is served by one air carrier which provide both passenger and freight service to the islands of Martha's Vineyard and Nantucket, as well as charter service to any point in the continental United States. Additionally, there are several charter and aircraft repair services operating at the Airport. The Airport has two paved runways, the primary runway at 5,400 feet 150 feet wide and the secondary runway 5,000 feet long and 75 feet wide with a Federal Aviation Administration (FAA) Control Tower.

Marine: New Bedford's Harbor is a deep-water port with depths of 30 feet plus. The Port has the largest United States Department of Agriculture (USDA) cold treatment facility in North America. The Port is part of the New Bedford Free Trade Zone, which provides manufacturing opportunities for duty-free importers and exporters. The Port offers a ship agency, freight forwarding, stevedoring services, blast freezing, and warehouse and truck-brokering facilities all in one location. It is the largest break bulk handler of perishable items in Massachusetts and adjacent states. The Port also has a waterfront warehouse capacity that is one of the largest USDA approved cold treatment centers on the east coast. Extensive harbor and docking facilities, as well as support operations (fuel, repair, supply, etc.) are available. The Harbor is the home port to over 200 fishing vessels. There are over 950 slips, including 198 at the publicly managed Pope's Island Marina. New Bedford has also become the hub of the Northeast Atlantic off-shore wind deployment and maintenance, greatly increasing the importance of this key asset.

Ferry: There is a ferry service from New Bedford to Martha's Vineyard, Nantucket, and Cuttyhunk Island.

9.1.4 Man-Made Hazards

Man-Made Hazards generally refer to hazards which are caused by humans, either accidentally or intentionally. These could include, but are not limited to, cyber threats; chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) threats; and terrorism. The following man-made hazards are capable of causing an impact in New Bedford:

Cyber Incident: Risks associated with cybersecurity attacks range from data breaches, personal financial loss, and disruptive actions that carry out social and/or political objectives. The entire population is significantly reliant on technology for daily life, albeit cell phones, tablets or computers. Public health/access to medical records, power grid failure, government operations, commercial/economic operations, and communications infrastructure are also vulnerable to cyber-attacks. Cyber incidents are not always associated with a defined geographical area; therefore, the entire City is equally susceptible to a cybersecurity incident-related hazard.

Terrorism: The Federal Bureau of Investigation (FBI) defines terrorism as the “the unlawful use of force or violence against persons or property to intimidate, or coerce a government, civilian population, or any segment thereof in the furtherance of political and social objectives.”¹² A more recent trend in terrorist threats is the use of weapons of mass destruction (WMD) and improvised explosive devices (IEDs) which require a relatively low level of skill to produce. Vehicle-borne improvised explosive devices (VB IED) have also become a trend in terrorist attacks. Acts of terrorism may also include commonly available methods including guns, edged weapons, and vehicles. The use of drones in carrying out acts of terrorism is an emerging trend.

CBRNE: Although not a high risk, the entire city is vulnerable to a CBRNE incident. These incidents may involve chemical, biological, radiological, nuclear, or explosive devices or weapons. Urban areas and locations where people gather are at greater risk.

Weapons Related Incident: The city is vulnerable to weapons-related incidents. Whether it is conventional, chemical, biological, or nuclear, a weapons-related incident could occur with little warning. An unexpected attack by conventional weapons (depending upon intensity) could have an effect similar to that of other types of major disasters such as earthquakes or tornadoes and the same type of response and rescue measures would be required.

¹² Federal Bureau of Investigation, 2005, Terrorism 2002 – 2005.

Table 3. Technological and Human-Caused Hazard Index

Hazard	Probability (i.e., Unlikely, Potential, Likely, Highly Likely) 1 to 4	Location/ Extent (i.e., Small, Medium, Large) 1 to 3	Consequence Analysis 1 to 3					Consequence Analysis	2023 Hazard Index: High = 10 to 9 Moderate = 8 to 6 Low = 5 to 3
			Populations	Government	Built Environment	Natural Resources/ Environment	Economy		
Technological Hazards									
ACOE Hurricane Barrier Failure	2	1	1	1	3	1	3	1.8	4.8
Infrastructure Failure									
- Communications	4	2	1	3	2	1	1	1.6	7.6
- Emergency Services	1	1	1	1	1	1	1	1	3
- Energy	4	2	2	2	1	1	2	1.6	7.6
- Information Technology	3	1	1	2	1	1	1	1.2	5.2
- Transportation Systems	2	1	1	1	1	1	1	1	4
- Water/ Wastewater/ Stormwater Systems	2	3	2	1	1	2	2	1.6	6.6

Man-made (Deliberate) Hazards									
Cyber Incident	3	2	1	3	2	1	2	1.8	6.8
Terrorism - Improvised Explosive Devices - Vehicle-borne IEDs - Active Shooter - Vehicle into crowds - Drones	2	2	3	2	2	1	2	2	6
Urban Fire	4	1	2	1	1	1	1	1.2	6.2
Civil Unrest/Disobedience	2	2	1	2	2	1	1	1.4	5.4
Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE)	2	1	2	1	1	1	1	1.2	4.2
Human-Caused (Other/Accidental) Hazards									
Hazardous Materials Accident/Spill	4	1	2	1	1	2	1	1.4	6.4
Nuclear Power Plant Incident	1	1	1	1	1	1	1	1	3
Major Airplane Crash	2	1	1	1	1	1	1	1	4

9.2 Critical Facilities and Infrastructure Summary

The Critical Facilities and Infrastructure Summary section identifies facilities and infrastructure in New Bedford (with several facilities located outside of the New Bedford city limits) that provide essential services to city residents and other communities, support vulnerable populations, and/or serve as critical infrastructure supporting roadways, energy sources, etc.

Below is a summary of critical facilities/infrastructure that are likely to be impacted by one or more of the hazards previously defined.

9.2.1 Utilities

New Bedford is served by the following public utilities:

- Electricity is supplied by Eversource
- Natural gas is supplied by NSTAR dba Eversource Energy
- Drinking water is supplied by the City's municipal system
- Wastewater is processed by the City's municipal, combined sewer/stormwater system
- Telephone/Cell Phone service is provided by T-Mobile, Verizon, and AT&T.
- Internet/Cable service is provided by Comcast, Verizon, and T-Mobile
- City of New Bedford uses OpenCape for Internet Service

9.2.2 Special Facilities/Vulnerable Populations

Special facilities include schools, day cares, assisted living facilities, camps, halfway houses, mobile home parks, nursing homes, jails and prisons, and other buildings housing vulnerable populations.

See the Infrastructure annex document for additional information.

9.2.3 Critical Facilities and Infrastructure

Critical facilities and infrastructure include public safety buildings, bridges, tunnels, police and fire stations, water and wastewater treatment plants, public works buildings, power plants, pumping stations, communication towers, and other critical infrastructure.

See the Critical Facilities and Infrastructure annex document for full list.

9.2.4 Hazardous Materials Facilities

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the city that would be classified as otherwise hazardous.

See the Hazardous Materials Database for additional information.

9.2.5 Health and Medical Facilities

Health and medical facilities include hospitals, clinics, treatment centers, hospice centers, mental health centers, renal care centers, respite, and any other applicable facility that provides critical medical or healthcare services.

See the Critical Infrastructure annex document for additional information.

9.3 Access and Functional Needs Populations

The needs of children, the elderly, and individuals with disabilities, chronic health conditions and other access and functional needs are important planning consideration in the development of this CEMP. The following is the definition of Access and Functional Needs populations for the purposes of this plan:

Populations whose members may have additional requirements for support before, during, and after an emergency, including, but not limited to maintaining independence, communication and access to information, transportation and medical care. Access and functional needs populations may include individuals with disabilities, persons living in institutionalized settings, the elderly, children, people from diverse cultures, individuals who do not speak English fluently, and individuals without access to transportation.

Provisions for people with various function-based needs have been incorporated into this plan where applicable, thereby ensuring functional needs considerations are an integral part of this CEMP.

Additional considerations for access and functional needs populations include Environmental Justice areas. The U.S. Environmental Protection Agency defines Environmental Justice (EJ) as:

“...the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.”

Within the context of natural hazards and their mitigation, potential EJ concerns may arise from income-related factors, discrimination (overt or institutional), cultural isolation and barriers, language isolation, lack of transportation access, and disability (especially among the elderly). Massachusetts identifies EJ communities using a combination of data from the 2016-2020 ACS 5-Year Estimates and 2020 Decennial Census where U.S. Census Block Groups meet one or more of the following criteria:¹³

1. The annual median household income is not more than 65% of the statewide annual median household income (MI),

¹³ Environmental Justice populations are defined at the Block Group level, which is a geographical unit used by the U.S. Census Bureau. Block groups typically consist of 600 to 3,000 people. See <https://www.mass.gov/info-details/environmental-justice-populations-in-massachusetts> for more information.

2. Minorities comprise 25% or more of the population¹⁴ (M), or
3. 25% or more of households lack English language proficiency (E).

Seventy-one of New Bedford's 87 census block groups qualify as EJ communities.

¹⁴ In municipalities where the median household income is 150% of the statewide median household income, this is raised to 40%.

10. PLANNING ASSUMPTIONS

Planning assumptions are factors or conditions that are considered to be true when developing a plan, even without concrete proof, essentially acting as the foundation for the plan and guiding decision-making and could present potential risks if not carefully considered; they can include aspects like market conditions, resource availability, and future trends.

- The City of New Bedford and/or the Commonwealth have effective prediction and warning systems in place that allow the City of New Bedford to anticipate certain emergency situations that may impact the City of New Bedford.
- When anticipating or in response to an emergency situation, the Mayor, City department heads and public safety officials are responsible for taking action, including the activation of this plan, to mitigate impacts, save lives, protect property and the environment, assist survivors, and restore essential services and facilities.
- The City of New Bedford officials, agencies and partners are familiar with the CEMP, understand their roles and responsibilities under the CEMP, maintain appropriate plans, policies, and procedures to carry out those responsibilities, and maintain a state of readiness. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of an emergency/disaster. Resources that would normally be required for those daily functions will be redirected to tasks in support of the emergency response.
- The City of New Bedford will use its own resources in response to an emergency or disaster. Once local resources are exhausted (or nearly exhausted), requests for assistance will be made.
- A large-scale emergency or disaster may overwhelm available local resources, leading to the need for support from local/mutual aid jurisdictions, private sector partners, state agencies, and the federal government.
- The City of New Bedford anticipates support from surrounding communities and other response organizations should the resources of the City of New Bedford become exhausted. Adjacent communities and other government agencies will render assistance in accordance with the provisions of written intergovernmental and mutual aid support agreements in place at the time of the emergency.
- When resources of the City of New Bedford are fully committed and mutual aid from surrounding jurisdictions are exhausted, the Massachusetts Emergency Management Agency (MEMA) may coordinate the provision of additional assistance to address unmet needs.
- Disaster support from federal agencies may take at least 72 hours to arrive.
- Facilities required to file Tier II reports develop, coordinate and provide copies of emergency plans annually to the Emergency Management Director and/or Fire Chief and/or other state departments and agencies as applicable and required by codes, laws, regulations or requirements.
- Whenever warranted, the Mayor may declare a local State of Emergency for the City of New Bedford in accordance with the provisions of Massachusetts General Laws.

- The Mayor has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of the City of New Bedford. Evacuation and/or shelter-in-place orders will be communicated to residents and businesses by all appropriate means.
- In the event that an evacuation in the City, or any part thereof, is ordered, the majority of the evacuees will utilize their own transportation resources to evacuate. However, a percentage of the population does not have access to transportation and will require transportation assistance.
- Individuals with pets will bring their pets with them when they evacuate. Those with livestock or other farm animals will take appropriate measures to safeguard their animals via sheltering or evacuation as appropriate.
- The City of New Bedford and its response partners will need to provide additional/enhanced assistance to individuals with access and functional needs, including but not limited to children, elderly, individuals with disabilities and/or chronic conditions.

11. CONCEPT OF OPERATIONS

The concept of operations describes the sequence and scope of emergency response. The Department of Emergency Management has the primary responsibility for coordinating emergency management activities in the City of New Bedford. These activities support the following priorities:

- Minimize injury and loss of life.
- Minimize property damage.
- Minimize adverse environmental and economic impact.
- Provide timely and accurate information to the public regarding emergency situations.
- Provide for the immediate needs of disaster survivors.
- Acquire, assess, and disseminate emergency information.
- Restore essential utilities and functions.
- Identify and coordinate mitigation projects with other city departments.
- Improve coordination and integration of federal, state, local, private-sector, and non-governmental organization partners.
- Maximize utilization of resources needed for effective incident management.
- Improve communications and increase situational awareness.
- Maximize the efficiency and effectiveness of domestic incident management.

11.1 Overview

The Massachusetts Civil Defense Act requires that every city and town in the Commonwealth establish a local emergency management program and appoint an official to oversee the program (typically known as the Emergency Management Director or EMD). The EMD and other local officials are responsible for directing evacuations, opening shelters, coordinating the actions of local departments and agencies, mobilizing local resources, activating mutual aid agreements with other cities and towns, and requesting state assistance in accordance with the plans and procedures developed by the local emergency management program.

The purpose of the National Response Framework (NRF) is to ensure that all levels of government across the nation can work efficiently and effectively together under a national approach to domestic incident management. The NRF provides the core plan for prevention, preparedness, response, recovery, and mitigation. It is designed to protect the nation from terrorist attacks, natural, and man-made hazards, in order to save lives, protect public health, safety, property and the environment, and reduce other disruptions to the American way of life.

This plan is based upon the concept that emergency functions will generally parallel with the day-to-day functions of the various groups involved in emergency management. To the extent possible, the same personnel and material resources will be employed in emergency response functions. Those day-to-day functions which do not contribute directly to the emergency

operation may be suspended during emergencies or disasters with those resources redirected to emergency tasks.

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

11.2 Plan Activation

The CEMP and its associated annexes will be executed entirely or in part as directed by the Mayor, the Emergency Management Director, or other duly authorized representative in response to an existing or an impending emergency. This plan may also be activated under any the following circumstances:

- At the time of an actual disaster;
- When the Mayor has declared a local state of emergency;
- When the Governor of Massachusetts has declared a State of Emergency for areas that include the City of New Bedford; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include the City of New Bedford.

11.3 Phases of Emergency Management

New Bedford's comprehensive emergency management program addresses all phases of emergency management for all types of incidents, including prevention and mitigation, preparedness, response, and recovery.

11.3.1 Prevention and Mitigation

Prevention involves identifying preventative, corrective, or deterring measures and actions to prevent or limit bodily injury, loss of life, or property damage from disasters and emergencies. It includes consideration of policy issues as well as structural projects within government and the private sector. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented.

The goal of mitigation is to prevent future loss by eliminating or reducing risks. Mitigation activities link the recovery and preparedness phases in the emergency management cycle and can occur before or after an emergency. The goals of pre-emergency mitigation activities are to prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. The goal of post-emergency mitigation is to eliminate or reduce the impact of the hazards realized during the emergency. Post-emergency mitigation is part of the recovery process.

11.3.2 Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop the capability to respond to an emergency. Preparedness

activities include planning, organizing, training, equipping, exercising, and evaluating and implementing corrective actions for the emergency management program and organization.

Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities and lay the groundwork for coordinated disaster response.

11.3.3 Response

Response is the actual provision of emergency services during a crisis including the coordination and management of resources to support emergency response operations. These activities help to reduce casualties and damage, and to speed recovery. Response activities include alerting and notifying the public, resource and logistical coordination, addressing immediate life safety issues, stabilization of the incident, and public information.

New Bedford responds to emergencies by activating the CEMP, activating the Emergency Operations Center as needed, coordinating with public, private, and volunteer response partners as needed, coordinating and managing resources in support of emergency response, and preparing for recovery activities.

11.3.4 Recovery

Recovery activities may be both short- and long-term, ranging from conducting damage assessments, removing debris, restoration of critical facilities/infrastructure and essential utilities such as water and power, to providing assistance to communities to rebuild homes and businesses. Recovery may also incorporate mitigation measures designed to prevent future occurrences of a given hazard. Recovery begins as soon as possible after an incident occurs and may commence during the response phase.

12. DIRECTION, CONTROL AND COORDINATION

12.1 National Incident Management System

New Bedford's emergency management organization is structured in accordance with the National Incident Management (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enables a diverse set of public and private organizations to conduct effective incident management operations.

It does this through a core set of concepts, principles, procedures, organizational structures (Incident Command System, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users. To ensure interoperability and compatibility, NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent and flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

12.2 Incident Command System

Emergency management and incident response in New Bedford is coordinated using the Incident Command System (ICS). ICS enables effective incident management by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure. ICS is used to organize both near-term and long-term operations for a broad spectrum of emergencies, from small to complex incidents, both natural and man-made. ICS is used by all levels of government—federal, state, regional and local—as well as by many private-sector and NGOs.

All activity undertaken under the CEMP shall be coordinated using the Incident Command System (ICS) and the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive (HSPD) 5.

12.2.1 Incident Command

Single Incident Commander: Most incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making authority.

12.2.2 Unified Command

A Unified Command involves two or more individuals sharing the authority normally held by a single incident commander. Unified Command may be used during larger incidents, or incidents involving multiple agencies or jurisdictions. A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions. A Unified Command acts as a single entity. It is important to note that in Unified Command the command representatives will appoint a single Operations Section Chief.

12.2.3 Area Command

During a situation involving multiple incidents, an Area Command may be established to provide for Incident Commanders at separate locations. Generally, an Area Commander will be assigned—a single person—and the Area Command will operate to provide logistical and administrative support to the separate incidents and their incident commanders. Area Command usually does not include an Operations function.

12.3 Transfer of Command

Responsibility can be transferred during an incident for several reasons. As the incident grows a more qualified person may be required to take over as Incident Commander to handle the ever-growing needs of the incident. Or this may occur in reverse: when an incident reduces in size, the command can be passed down to a less qualified person (but still qualified to run the now smaller incident). Other reasons to transfer command include jurisdictional change if the incident moves to a different location or area of responsibility, or the normal turnover of personnel due to extended incidents. When transferring command, it always includes a transfer of command briefing, incident commander to incident commander (IC), which may be oral, written, or a combination of both. A Transfer of Command is posted and announced on all radio and communication networks.

12.4 Incident Coordination and/or Response Locations/Facilities

Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. New Bedford may operate one or more of the following incident coordination and/or response facilities during an emergency or disaster:

- Incident Command Post
- Emergency Operations Center
- Staging Area
- Points of Distribution
- Evacuation Assembly Points
- Evacuation Transportation Hubs
- Resource Recovery Center
- Emergency Shelter

12.4.1 Incident Command Post

An Incident Command Post (ICP) is the field location where the Incident Commander operates, onsite response is directly coordinated, and onsite resource needs are identified and communicated. There is only one ICP for each incident or event, but it may change locations during the event. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the incident scene and the potential hazard zone but close enough to the incident to maintain a visual presence and command status. The on-scene Incident Commander has tactical control of and authority over all resources at the scene.

12.5 Emergency Operations Center

The New Bedford Emergency Operations Center (EOC) is the protected site from which local officials coordinate, monitor, and direct emergency response activities during an emergency.

The Primary EOC is located at the Police Headquarters, 871 Rockdale Avenue. In the event a secondary EOC is needed, the New Bedford City Hall, 133 William Street or New Bedford Emergency Management Office, 151 Purchase Street will be used as an alternate facility.

The Emergency Management Director (EMD) often serves as the EOC manager, or a mayoral designee may also serve as EOC manager and has the responsibility and authority for managing the EOC and the city's emergency management organization during an emergency or disaster. The EOC manager or mayoral designee has the authority to make all routine decisions and is charged with advising chief municipal officials when major decisions need to be made. The EOC manager or mayoral designee serves as a liaison with the State and Federal emergency agencies.

12.5.1 Virtual EOC

A virtual emergency operations center (VEOC) is a technology-based version of a physical Emergency Operations Center (EOC) that allows emergency managers to prepare for extreme weather and other incidents using a digital platform for communication and coordination rather than a physical location. The City of New Bedford utilizes either Zoom or Microsoft Teams to set up a VEOC. A Virtual EOC will only be used as a last resort or in conjunction with a normal EOC.

12.5.2 EOC Goals

The following are the general goals for the emergency operations center. These goals can be adjusted by the EOC manager or mayoral designee in coordination with Mayor and the incident commander, when the EOC is activated.

Goals:

- Obtain and maintain situational awareness of the incident and ensure responders have a common operating picture.
- Establish an incident planning cycle.
- Mobilize and deploy resources and assets to support emergency response, guided by the set priorities.
- Establish a seamless transition into recovery operations.
- Provide emergency notification and warning to responders and residents
- Assess and document impacts from events for recovery process

12.5.3 EOC Activation Levels

The New Bedford EOC has designated three activation levels that increase in intensity, ranging from modest emergency effects associated with Level 1, to catastrophic emergency effects associated with Level 3.

- Level 1: EOC minimally staffed with key personnel to monitor the situation
- Level 2: EOC partially staffed to monitor the situation, facilitate occasional resource requests, and maintain situational awareness
- Level 3: Fully staffed to monitor the situation, facilitate larger volumes of resources requests, and maintain situational awareness

12.5.4 EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment includes:

- Laptops & Desktop Computers w/Large TV Screens
- Phones
- Smart Boards (depending on location)
- Radios/Base Stations for the following departments
 - New Bedford Police (all channels)
 - New Bedford Fire (all channels)
 - New Bedford EMS
 - New Bedford Emergency Management
 - Department of Public Infrastructure
 - Department of Facilities and Fleet Management
 - Port of New Bedford (Marine & Working Channel)
 - New Bedford Regional Airport (ground channel)
 - Other channels to be used as needed
- Printer
- Conference Phone
- White Boards

This equipment is tested on a bi-monthly basis to ensure its readiness and before any large storm or special event. Additionally, exercises of the EOC may be held at the direction of the Mayor or public safety partners.

12.5.5 EOC Staffing

The EMD or designee will maintain a current list of EOC positions. The EMD will coordinate with department heads to identify and train staff to serve in EOC positions. Department heads or their designees will develop and maintain a contact list of personnel that would be available to fill the positions needed within the EOC. Any city department head may be called to the EOC when activated.

12.5.6 EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via telephone or email from the EMD or designee at the direction of the Mayor. Each EOC member will be notified that the EOC has been activated and will be provided with the time to report to the EOC and method to verify receipt of the notification. If necessary, the back-up notification system I AM Responding will be used.

12.5.7 EOC Deactivation

The EOC manager or mayoral designee/EMD, in consultation with the Mayor and the Incident Commander, is responsible for the decision to deactivate the EOC. As response phase operations wind down, EOC personnel and other staff will be released from the EOC when they are no longer needed to support response efforts. EOC members will be asked to do an After-Action Report and participate in the full regional, statewide or national After-Action Report as applicable as well. The Emergency Management Agency will be responsible for the full demobilization of EOC equipment. The Incident Commander will release all resources.

12.5.8 Staging Area

A staging area is a location where resources needed to support emergency response operations are aggregated and ready for deployment. A staging area, which could be co-located with an ICP, should be located close enough to the incident to allow a timely deployment of assets to the area of the incident, but far enough away to be out of the immediate impact zone. There may be more than one staging area supporting an incident.

Some examples of staging areas in the City of New Bedford are:

- School parking lots
- Shopping plazas
- City Parks
- Municipal Parking Lots

12.5.9 Points of Distribution

Points of Distribution (PODs) are centralized locations where the public can obtain critical commodities following a disaster or emergency. PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through) and/or mass transit traffic (bus or rail). Typical critical commodities provided to impacted populations through PODs can include but are not limited to, shelf-stable food, bottled water, ice, tarps and/or blankets.

The follow locations are POD sites in the City of New Bedford:

- Primary: New Bedford High School, 230 Hathaway Boulevard
- Secondary: Keith Middle School, 225 Hathaway Boulevard
- Secondary: Normandin Middle School, 81 Felton Street
- Secondary: Roosevelt Middle School, 119 Frederick Street

12.5.10 Shelters

New Bedford has designated four facilities that can be used to shelter city residents needing shelter in emergency situations. However, other city owned or community buildings could be used if needed for shorter duration events at the Mayor's or designee pleasure. Shelter facilities will be managed by the Department of Emergency Management with the help of other city departments and American Red Cross to provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the Mayor or designee. Shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

The following facilities are designated as emergency shelters and may be activated during times of emergency:

- Keith Middle School, 225 Hathaway Boulevard (primary shelter)
- Andrea McCoy Recreation Center, 181 Hillman Street Building 8
- Normandin Middle School, 81 Felton Street
- Roosevelt Middle School, 119 Frederick Street

The following will be used as cooling and warming shelters as needed:

- Libraries
- Community Centers
- Other City Buildings

12.6 Evacuation

The Mayor has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations and issue evacuation orders under a Gubernatorial Declaration of Emergency.

In the event an evacuation is recommended or mandated, the population designated for evacuation will leave the affected area using their own private vehicles or be transported from Evacuation Assembly Points with transportation assets coordinated/obtained by New Bedford. Depending upon the hazard and other circumstances, shelters for evacuees may be located within or outside of the City.

Evacuees are expected to follow the direction and guidance of trained emergency workers, traffic coordinators, and other assigned emergency officials.

Evacuation routes should be pre-identified by the Emergency Management Director, Chief of Police and other city officials. Evacuation routes within the city will be directed by the New Bedford Police Department with the assistance of other public safety partners and other city departments.

12.6.1 Evacuation Assembly Points

Evacuation Assembly Points (EAPs) are location(s) within the city that serve as assembly points for evacuees who do not have their own transportation. EAPs are typically located at cross

streets and within walking distance of nearby residences. New Bedford will use buses or other vehicles to pick up evacuees from EAPs and transport them to either a shelter or to a local evacuation transportation hub. EAPs are locally designated and operated and are likely not in enclosed facilities (similar to a bus stop concept). Support services are typically not provided at EAPs. The locations will be released at least 24 hours before the evacuation orders and will be provided in numerous ways in the press, radio, and on all city social media accounts. The Public Information Officer (PIO) will be responsible for getting this information out.

12.6.2 Evacuation Transportation Hub (T-Hub)

In situations when city residents may need to be evacuated outside of the city limits, City of New Bedford will activate one or more Evacuation Transportation Hubs (T-Hubs) where large numbers of evacuees transported from EAPs throughout the city and wait for transportation to either a state-operated Regional Reception Center (RRC) or a designated shelter outside of the City. T-Hubs are locally operated, have adequate indoor facilities to stage evacuees, and adequate outdoor areas for vehicle staging and evacuee embarkation. The Commonwealth is responsible for providing buses or other vehicles to transport evacuees from local T-Hubs to RRCs or shelters.

The T-Hubs are located at:

- New Bedford High School, 230 Hathaway Boulevard
- Roosevelt Middle School, 119 Frederick Street
- Keith Middle School, 225 Hathaway Boulevard
- Normandin Middle School, 81 Felton Street

13. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes the organizational structure New Bedford employs to respond to an emergency. It articulates the roles and responsibilities that various members of the emergency management organizational structure have in any response.

13.1 Leadership

New Bedford has designated emergency management leads that, depending on the severity of the event, may or may not be involved in emergency response and coordination activities. These leads include the Mayor, the Emergency Management Director, key New Bedford staff designated to support the emergency operations center, and response partners such as private sector organizations, volunteer organizations, as well as regional, state, and federal partners. Some or all these staff may help form an emergency management decision team to help guide the City's response.

13.1.1 Mayor

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

In the event of an emergency/disaster situation, it is essential that government at all levels be maintained and that authorized people maintain operations. It is the responsibility of the Mayor to ensure that an approved line of succession exists in case they are unable to perform their duties. It is ultimately incumbent upon the Mayor to ensure that vital records are maintained.

All required reports and records of emergency operations activities will be submitted to and received by the Mayor, as well as other appropriate authorities. A Continuity of Operations Plan (COOP) Annex will be developed to fully address these needs and to augment this plan.

13.1.2 Emergency Management Director

The Emergency Management Director (EMD) is appointed by the Mayor and has responsibility for coordinating the emergency management program including advising the Mayor on courses of action available for decision making. The EMD is responsible for the development and maintenance of New Bedford's Comprehensive Emergency Management Plan, and for providing copies to those responsible for its implementation. The EMD shall brief appropriate officials concerning their emergency management roles. The EMD will coordinate an annual review and revision of this plan with all involved officials and conduct an exercise of the plan at least once a year. Exercises provide practical, controlled, and operational experience.

During emergency situations the demand for services escalates and decisions must be made to effectively utilize resources. Activation of the EOC may be necessary to coordinate response activities. The EMD is responsible for coordinating response actions including operations of the EOC.

The Emergency Management Director will assemble an Operations Group for carrying out emergency response and recovery activities in a coordinated manner. This group will consist of the EMD and assignees from tasked departments and organizations. State assistance during the disaster/emergency may be requested through the Massachusetts Emergency Management Agency.

13.2 Emergency Management Organization

This plan sets forth the purpose, activities, and responsibilities of the local emergency management organization and other organizations that support disaster response in New Bedford. The local emergency management organization comprises overall government services, including, but not necessarily limited to, public safety, public works, health and medical services, animal care and control, communications, volunteer organizations, school department, and planning and financial departments.

The emergency functions for these organizations will generally parallel their normal day-to-day functions but will be extended and increased. To the extent possible, the same personnel and material resources will be employed.

Day-to-day functions that do not contribute directly to the emergency operation may be suspended or curtailed for the duration of the emergency.

13.2.1 Government Organizations

Most of the departments within the New Bedford's government have been assigned emergency responsibilities in addition to their normal duties to support emergency response and emergency operations center operations. Each department is responsible for developing and maintaining its own emergency management procedures.

13.2.2 Non-Governmental Organizations

Several non-governmental organizations, such as the American Red Cross and Salvation Army work with New Bedford to support EOC operations and provide assistance with shelter operations and mass care needs.

13.2.3 Private Sector

Several private sector organizations support emergency response. City departments will maintain a list of existing Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs) and emergency contracts and response resources and organizations that may provide assistance. These should be reviewed on a yearly basis to ensure they are current.

13.2.4 Commonwealth of Massachusetts

The Massachusetts Emergency Management Agency (MEMA) coordinates state level emergency operations. During an emergency or disaster, MEMA may provide direct support to New Bedford and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the Federal Emergency Management Agency [FEMA]), and/or from outside the state through the Emergency Management Assistance

Compact (EMAC). MEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

14. EMERGENCY OPERATIONS CENTER ORGANIZATION

An Emergency Operations Center (EOC) should be organized to best facilitate effective operations for the jurisdiction. New Bedford's EOC is organized in an ICS model to ensure the ability to acquire, analyze, and act on information, and coordinate resources to effectively and efficiently support emergency response operations in a timely manner. The EOC is organized under an ICS structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

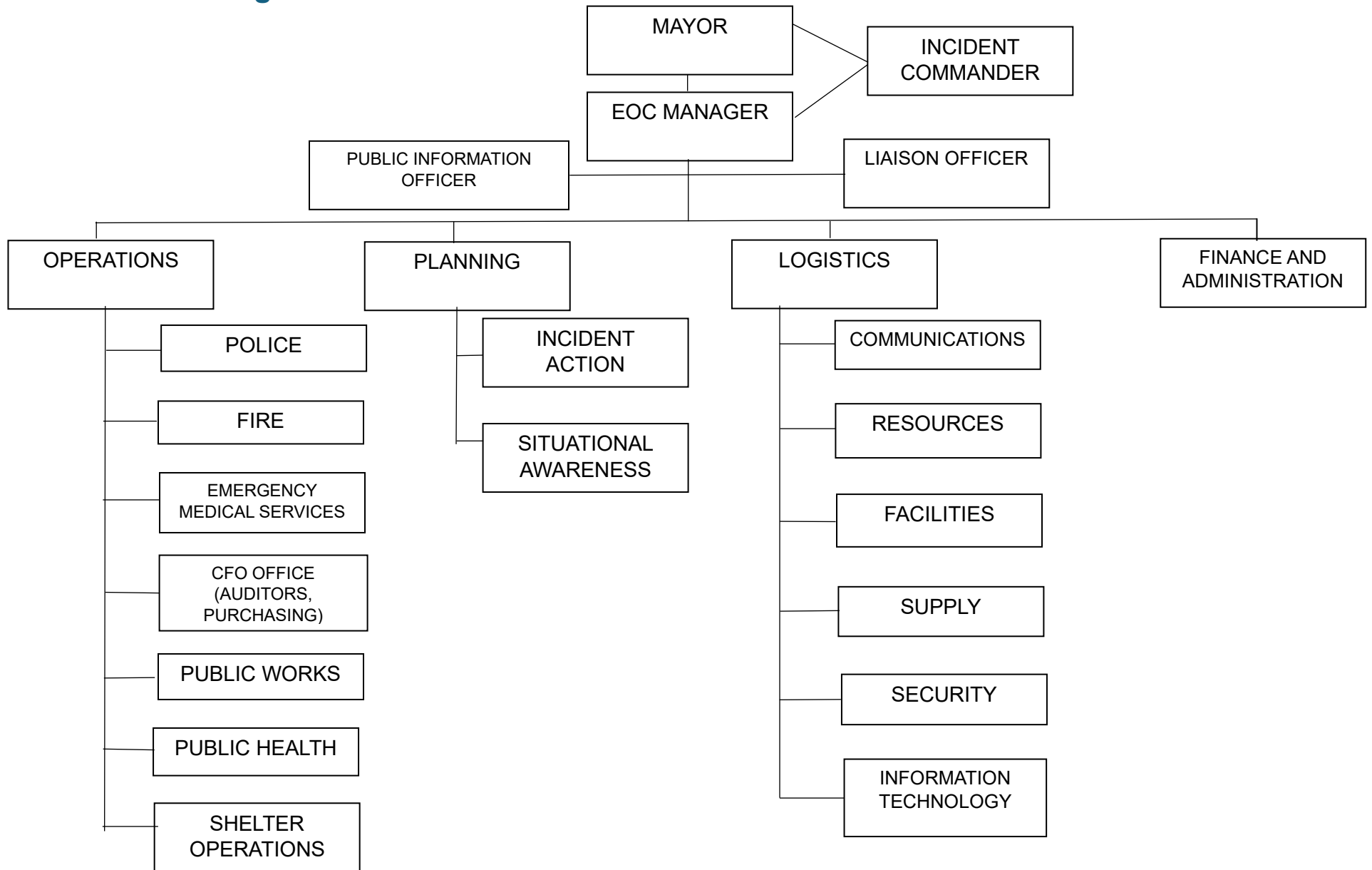
- **EOC Manager:** The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Chief Municipal Officer(s) and/or Decision Team, the Massachusetts Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate. The EMD typically serves as the EOC Manager.
- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organizations and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
- **Operations Section Chief:** The Operations Section Chief is responsible for coordination EOC activities focused on mitigating the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. This includes assisting the EOC Manager in activating the EOC, making recommendations on the prioritization of resource requests based upon operational needs, providing operational support throughout the duration of emergency response and recovery operations, and supporting situational awareness. The Operations Section is typically supported by designated Emergency Support Functions that are staffed with representatives from police, fire, emergency medical services, public works, public health and organizations responsible for shelter operations.
- **Emergency Support Functions:** Emergency Support Functions align categories of resources and types of assistance available to support emergency response operations to provide strategic objectives for their use. Some or all of the Emergency Support Functions may be activated depending upon the size, scope and needs of emergency response operations. The City of New Bedford has designated the following Emergency Support Functions:

- **Emergency Support Function 1:** Transportation
- **Emergency Support Function 2:** Communications
- **Emergency Support Function 3:** Public Works
- **Emergency Support Function 4:** Firefighting
- **Emergency Support Function 5:** Emergency Management
- **Emergency Support Function 6:** Mass Care, Housing and Human Services
- **Emergency Support Function 7:** Logistics/Resource Support
- **Emergency Support Function 8:** Public Health and Medical
- **Emergency Support Function 9:** Search and Rescue
- **Emergency Support Function 10:** Hazardous Materials
- **Emergency Support Function 11:** Agriculture
- **Emergency Support Function 12:** Energy
- **Emergency Support Function 13:** Public Safety/Law Enforcement
- **Emergency Support Function 14:** Long-Term Recovery
- **Emergency Support Function 15:** External Affairs
- **Planning Section Chief:** The Planning Section Chief oversees the collection and evaluation incident information and intelligence, and the dissemination of this information to the EOC Manager, other incident management personnel, key local and state officials, and the State Emergency Operations Center/MEMA. The Planning Section Chief is also responsible for coordinating with the Operations Section Chief to develop Incident Action Plans (IAP) and situation reports (SitReps).
- **Logistics Section Chief:** The Logistics Section Chief oversees the coordination and provision of all service support requirements needed to facilitate effective and efficient emergency response operations and EOC operations, tracking the status of resources, and coordinating with the Staging Area and Points of Distribution.
- **Finance and Administration Section Chief:** The Finance/Administration Section is responsible for tracking expenditures related to incident response, including personnel time, procurement of resources, activation and management of vendor contracts, administration of compensation and claims, and overall cost analysis for the incident, as required.

Under ICS, the EOC Manager, Public Information Officer, and Liaison Officer are known as Command Staff; the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance and Administration Section Chief are known as General Staff.

The diagram on the following page depicts the organization of the EOC.

14.1 EOC Organization



14.2 Assignment of Roles and Responsibilities

14.2.1 Mayor

Prevention and Mitigation

- Approve all emergency management plans.

Preparedness

- Develop/approve all emergency management-related policies and make all final decisions concerning emergency management actions.
- Appoint Public Information Officer and alternates to serve in that capacity.
- Designate a Media Center location.
- Identify by title or position the individual responsible for serving as head of each emergency management function outlined in Part 3 of this Plan.
- Assume ultimate responsibility for the maintenance of all jurisdictional records.
- Assign tasks to city departments to prevent and mitigate hazards in the city.

Response

- Order activation of the EOC, when necessary and at an appropriate level.
- Assume responsibility for overall response operations and handle all non-routine problems during an emergency/disaster.
- Assume responsibility for continuity of government and continuity of operations activities.
- Authorize activation of warning systems including Emergency Alert System.
- Declare Local State of Emergency, if necessary.
- Authorize issuance of evacuation instructions.
- Order opening of mass care shelter(s).
- Designate person to serve as Disaster Information Coordinator as needed (separate from liaison officer).

Recovery

- Assume responsibility for developing/approving all disaster recovery policies.
- Authorize mitigation strategy for recovery.
- When appropriate, terminate response and recovery operations and release personnel to routine duties.
- If there is a presidentially declared disaster, designate an Applicant's Agent to apply for Public Assistance Program funds.

14.2.2 Public Information Officer

Mitigation

- Develop and conduct hazard awareness information and educational programs for the general public.
- Develop and maintain a mutually cooperative relationship with the local and area media.
- During non-emergency times, information regarding emergency plans and actions to be taken by the public, in the form of public information/education materials, will be provided to the public via social media, brochures, New Bedford Cable Access and the City's website, etc.

Preparedness

- Maintain plans for carrying out emergency public information activities during disaster emergency periods. This includes the establishment and location of rumor control/public inquiry hotlines.
- Prepare Emergency Public Information and instructions for various emergencies/disaster, when possible, for use in time of emergency/disaster.
- Ensure that Emergency Public Information will reach special population groups (e.g., students and other institutionalized populations).
- Secure training for Public Information personnel.
- Designate sites throughout the city that could be used as alternate Media Centers.
- Develop and maintain a mutually cooperative relationship with the local and area media.
- Maintain plans for carrying out emergency public information activities during disaster/emergency periods.
- Prepare Emergency Public Information and instructions when possible for use in time of emergency/disaster.
- Ensure that Emergency Public Information will reach special population groups (e.g., school children or other institutionalized populations).

Response

- Support the Incident Command System when established. Advises and represents the Incident Command on all public information matters relating to the management of the incident.
- Coordinate, clear with appropriate authority(ies), and disseminate accurate and timely information related to the emergency or disaster.
- Prepare and release emergency/disaster-related public informational instructions.
- Respond to inquiries from the news media and the public.
- Ensure public can obtain additional information and provide feedback (e.g.,

activation of public inquiry hotline).

- Monitor the news media to detect and correct misinformation and to identify emerging trends or issues.
- Activate the Joint Information System when the scope of the emergency or disaster dictates.
- Provide ongoing news releases and conduct news conferences.
- Maintain a chronological record of emergency/disaster events.
- Supervise the Media Center/Joint Information Center.
- Determine or create proper message content.
- Select appropriate public warning system(s) for use.
- Disseminate public warnings after receiving written approval from the EOC manager or mayoral designee or his/her designee.
- Initiate Protective Action Advisory Implementation.
- Coordinate rumor control activities.
- Provide news releases and conduct news conferences.

Recovery

- Continue to provide emergency public information and recovery instructions as long as necessary.
- Compile and develop post-disaster report including an assessment of effectiveness of Emergency Public Information program.
- Maintain a record of events.
- Continue to provide EPI and recovery instructions as long as necessary.
- Compile and develop post-disaster report including an assessment of effectiveness of EPI programs.

14.2.3 Department of Emergency Management

Prevention and Mitigation

- Coordinate and carry out all emergency management activities and ensure the smooth running of the department and the EOC.
- Coordinate city disaster safety education efforts.
- Develop and maintain the local CEMP or other associated emergency plans
- Identify hazards in the city that will help to prevent and mitigate issues or damages.

Preparedness

- Designate facilities to be used as EOC and alternate EOC.

- Develop EOC procedures to assure activation on short notice and adequate staffing and communications capabilities including maintaining lists of resources and personnel to be notified when an emergency situation occurs.
- Train public officials and EOC personnel regarding EOC operations.
- Oversee the planning and development of basic warning/notification functions.
- Develop a shelter/mass care program in conjunction with the local American Red Cross Office.
- Ensure stocking and/or track availability of food, water, administrative supplies and other essential supplies and equipment for emergency operations.
- Consult with coordinators of all individual emergency management functions outlined in Part 3 to ensure readiness for the management of potential emergencies/disasters.
- Identify partners that would help with availability of food, water, administrative supplies and other essential supplies and equipment for emergency operations.

Response

- When an emergency or disaster occurs activate EOC at appropriate level and notify all tasked organizations, inform them of the situation, and direct them to take the action appropriate for the situation (i.e., report to EOC, stand-by, etc.)
- Coordinate all EOC activities, emergency response activities of other agencies and the various emergency management functions and procedures (such as emergency public information, evacuation, shelter, and damage assessment) detailed in Part 3.
- Interface with any on-scene Incident Commander(s).
- Provide Situation Reports to the Massachusetts Emergency Management Agency via WebEOC.
- Coordinate with Eversource priority restoration and emergency situations.

Recovery

- Continue and phase out response operations, as needed.
- Initiate recovery activities including damage assessment, compilation of damage assessment data, and applying for federal and state disaster relief funds. (The Mayor may appoint a Disaster Information Coordinator take charge of coordinating the city's disaster relief application).
- De-activate EOC, when appropriate.

14.2.4 Disaster Information Coordinator Responsibilities

The Emergency Management Director (EMD) will serve in this capacity to oversee mitigation and preparedness efforts. During emergencies or disasters, the Mayor may appoint another local government official to assume these duties through the recovery stage.

Prevention and Mitigation

- Maintain pre-disaster maps, photos, videos and other documents for damage assessment purposes.

Preparedness

- Develop procedures to carry out the damage assessment and disaster reporting function.
- Identify city departments/agencies and their personnel who will assist in the damage assessment and disaster reporting process.
- Develop a training program for damage assessment operations and implementation.

Response

- In the event of an emergency or disaster, gather information for an Initial Disaster Report including the number of casualties, homeless persons, mass care requirements, local damage and assistance requirements. Distribute reports to appropriate officials.
- Coordinate damage assessment activities including dispatch of Damage Assessment Teams and compilation of data.
- Maintain liaison with damage assessment coordinator at local American Red Cross Office.
- Provide periodic Local Government Situation Reports to the Massachusetts Emergency Management Agency (MEMA).
- Prepare and submit Preliminary Damage Assessment to MEMA, when requested, to support a possible presidential disaster declaration request by the Governor.
- Work with Public Information Officer and other local officials to keep the public informed of unsafe structures, roads, bridges, etc.
- Coordinate the documentation of emergency work performed by response organizations.
- Coordinate local government representation and assistance to state and federal personnel conducting Joint Damage Assessments. Provide any needed support documentation.
- If there is a disaster declaration and the Public Assistance Program is activated, serve as City's Authorized Applicant Agent and attend disaster assistance applicant briefing(s).

Recovery

- Prepare a summary report when damage assessment activities are complete.
- Continue to coordinate documentation of disaster-related work and expenditures.
- Manage the city's Public Assistance Program disaster assistance claim through close-out.

14.2.5 Department of Public Infrastructure Responsibilities (Parks, Engineering, Highway, Cemeteries, Wastewater & Water)

Prevention and Mitigation

- Maintain city streets and highways, storm drains, water, and wastewater systems and related appurtenances.
- Maintain and repair water supply and distribution system, including regular testing of auxiliary power generators, hydrants, flow control gates and check valves, and wastewater and storm water system.
- Provide potable water and maintain flow of same through the distribution system; isolate and repair any areas where a rupture has occurred.
- Maintain adequate water pressure for fire suppression operations.
- Maintain public facilities, parks, and public places, as well as oversee street lighting.
- Maintain debris management plan for the City of New Bedford.
- Maintain Water/Sewer Department infrastructure.
- Coordinate with EMD to identify risks and hazards in the city.

Preparedness

- Sample and test water and take appropriate action to prevent or correct contamination.
- Maintain and operate land-based hurricane barrier gates.
- Ensure EOC representatives are adequately trained.
- Maintain readiness of all water and sewer equipment and personnel in connection with disaster response activities.
- Maintain plans and/or standard operating procedures for providing resources and services needed during a disaster.

Response

- Coordinate/assist with debris and snow removal operations and disposal.
- Coordinate Resource Management function.
- Provide distribution and management of emergency/disaster equipment and related resources for emergency use through the EOC.
- Identify and staff resource distribution centers.
- Provide engineering services and advice.
- Provide needed equipment and manpower for response and recovery operations.
- Provide fuel storage and disbursement.
- Install and maintain temporary water supplies where needed.
- Assist Police Department traffic control operations with barricades, as needed.

- Provide Emergency Operations Center (EOC) support.
- Perform and/or support Incident Command duties, as appropriate.
- Provide EOC representative(s) to coordinate resources to support emergency response operations or manage consequences.
- Monitor status of and impacts to water and sewage systems.
- Take actions necessary to prevent contamination of water supply.
- Ensure adequate water resources for fire services.
- As needed, coordinate resources to support restoration of water and sewage services.
- Provide situational awareness about emergency response operations, resource status and other topics of interest to the EOC.

Recovery

- Provide damage assessment of streets, water distribution system and facilities, wastewater and storm water system and other infrastructure under department control.
- Repair and restore above-mentioned systems and facilities in accordance with established priorities.
- Coordinate with EMD to conduct damage assessments on water/sewer department facilities and infrastructure.
- Coordinate with public health on water testing.
- Provide repair of water/sewer department facilities.

14.2.6 Department of Parks Recreation and Beaches

Prevention and Mitigation

- Create projects to mitigate damage at city park and recreation areas.
- Identify and report potential hazards in parks and playgrounds.

Preparedness

- Secure parks and recreation areas prior to a natural disaster.
- Train staff on emergency and evacuation protocol including fire safety and evacuation drills, CPR/AED/first aid, Mandated Child Abuse Reporter training.
- Maintain Andrea McCoy Rec Center for use as a shelter.
- Ensure all lifeguards are waterfront certified.

Response

- Provide staff as needed to assist other departments.
- Complete timely and accurate incident reporting.

Recovery

- Assess damage after a storm of all park and recreation areas with the assistance of other departments.

14.2.7 Department of Facilities and Fleet Management

Prevention and Mitigation

- Maintain a current inventory of city-owned buildings and structures.
- Maintain plans and procedures for conducting a post-disaster/emergency assessments of same.

Preparedness

- Maintain list of private-sector repair resources to augment department facility repair efforts, if needed.
- Ensure safety and security of city-owned buildings.

Response

- Coordinate/Assist with debris and snow removal operations. Priority will be given to providing access to impacted areas by emergency response organizations.
- Provide needed equipment and manpower for response and recovery operations.
- Provide fuel storage and disbursement.
- Provide staging areas for response and recovery resources, if needed.
- Assist Police Department traffic control operations with barricades, as needed.
- Provide Emergency Operations Center (EOC) support.
- Perform and/or support Incident Command duties, as appropriate.

Recovery

- Provide damage assessment of city owned public facilities.
- Coordinate emergency and permanent repairs of above-mentioned facilities in accordance with established priorities.

14.2.8 Department of Inspectional Services Responsibilities

Prevention and Mitigation

- Maintain a regular schedule of inspections to ensure public health and safety, and enforce applicable building, electrical, plumbing and sanitary codes and regulations.

Preparedness

- Plan for and prepare emergency procedures to process permits for post-disaster repairs, as required.

Response

- Provide assistance to responding departments and utilities to assess structure and utility damage.
- Provide Emergency Operations Center (EOC) support.

Recovery

- Provide damage assessment of buildings and structures to determine structural integrity and code compliance.
- Determine if structures can be occupied after damage. Condemn and post those that are unsafe and order evacuation from unsafe structures if necessary.
- Issue permits for structure repairs and temporary occupancy.
- Order emergency demolitions, as needed.
- Conduct sanitary inspections (food and drink, wastewater, housing, mass care shelters, etc.) and laboratory testing, in conjunction with the Health Department.
- Inspect electrical and gas services prior to restoration/reconnection.
- Work with EOC to coordinate power restoration with NSTAR Electric according to established priorities.

14.2.9 New Bedford Regional Airport Responsibilities

Prevention and Mitigation

- Maintain an inventory of aeronautics resources and services available from fixed-base operators.

Preparedness

- Maintain an emergency plan for air crashes and other incidents occurring at the airport.
- Maintain and secure runways, other infrastructure, facilities, and equipment under airport control.

Response

- Provide warnings and emergency information to fixed-base operators.
- Provide Emergency Operations Center (EOC) support.
- Maintain liaison with local aviation interests, the MassDot Aeronautics Division and Federal Aviation Administration.
- Coordinate any aviation support needed for emergency/disaster response and recovery operations.
- Conduct debris removal operations on airport property to ensure expedient restoration of airport services.
- Make department resources available to support other emergency operations.

Recovery

- Provide damage assessment of airport properties and facilities.
- Coordinate emergency and permanent repairs of damaged facilities.

14.2.10 Emergency Medical Services Department Responsibilities

Preparedness

- Maintain plans and procedures for providing pre-hospital emergency medical care and transportation during emergency/disaster periods.
- Maintain mutual aid agreements.

Response

- Provide patient triage, patient stabilization and emergency medical care.
- Provide patient transportation to medical facilities.
- Provide first aid/medical supplies for emergency/disaster use.
- Perform Incident Command duties, as appropriate.
- Establish and maintain field communications and coordination with other responding forces, and radio or telephone communications with hospital, as well as air transport units (Med Flight, etc.).
- Establish staging area for mutual aid resources.
- Initiate a patient/victim tracking system, when necessary.
- Assist Health and Medical Coordinator (Health Department Director) and/or hospital with establishment of temporary morgues.
- Provide EMS support in mass care shelters, as needed.
- Provide Emergency Operations Center (EOC) support.
- Support Port of New Bedford with all Harbormaster responsibilities and emergency responses.
- Support New Bedford Regional Airport with security and all emergency responses.
- Continue response activities until no longer needed.

14.2.11 Board of Health Department Responsibilities

Prevention and Mitigation

- Conduct public health inspections at public sector facilities.
- Coordinate immunization programs.
- Coordinate with EMD to identify risks and hazards in the city.
- Facilitate education programs to the public on disease prevention.
- Establish preventive health services, including control of communicable diseases.

- Detect and inspect sources of contamination dangerous to the general physical health and take appropriate corrective actions.
- Advise on sanitary measures, safe waste disposal, potability of water, and other public health issues.

Preparedness

- Ensure EOC representative is adequately trained.
- Maintain readiness of public health personnel and equipment in connection with disaster response activities.
- Maintain plans and/or standard operating procedures for providing resources and services needed during a disaster.
- Coordinate with medical facilities to ensure readiness of supplies, equipment and personnel for use during a disaster.
- Provide training to appropriate personnel in detection, evaluation and prevention of communicable diseases.
- Provide protection of food and water supply.
- Coordinate with EMD to ensure planning for and coordination of health/medical aspects of response to a disaster.
- Coordinate pandemic planning with MA Department of Public Health and community public and private health care provider network.
- Maintain procedures for mass and mobile medical countermeasures dispensing for mass prophylaxis or vaccination.
- Advise on control of disease vectors such as insects and rodents.
- Coordinate with the EMD to ensure individuals with access and functional needs can be adequately supported during times of emergency.

Response

- Provide EOC representative(s) to coordinate public health and medical resources to support emergency response operations or manage consequences.
- Monitor status of and impacts to public health and healthcare facilities.
- As needed, coordinate with the water/sewer department on any issues on water supply contamination.
- As needed, provide resources to investigate and correct problems with sanitation conditions during a disaster.
- As needed, coordinate safe waste disposal.
- As needed, coordinate water and food inspection and associated laboratory testing.
- As needed, advise on disease vectors such as insects and rodents Provides pest control.

- As needed, coordinate necessary mortuary services with the Chief Medical Examiner, including operation of temporary morgues and identification and registration of victims.
- Assist in the determination and elimination of health hazards in the disaster area.
- Upon authorization from MA Dept. of Public Health, implement isolation and quarantine measures, as needed.
- Issue health advisories, as needed.
- Coordinate the activation and operation of medical countermeasures Emergency Dispensing Sites.
- Coordinate the monitoring of food safety and general sanitation at mass care shelter facilities.
- Order testing of diseased animals.
- Advise on public health hazards related to medical waste and other biohazards, hazardous materials and radiological materials during an emergency.
- Liaise with state and federal health and environmental agencies.
- Coordinate with the EMD to facilitate the transportation of individuals with access and functions needs.
- Through the Public Information Officer, provide the public with guidance on general sanitation matters.

Recovery

- Coordinate with EMD to conduct damage assessments as needed.
- Coordinate with the debris removal agencies regarding any debris that may pose a public health hazard.

14.2.12 Information Technology Responsibilities

Prevention and Mitigation

- Coordinate adequate telephone service for all city departments and provide two-way communications for those departments which require it. Coordinate needed repairs and maintenance.

Preparedness

- Maintain liaisons with telecommunications providers, vendors and repair services.
- Maintain a current inventory of two-way communications equipment in use by the various local government departments.

Response

- Provide Emergency Operations Center (EOC) support.
- Coordinate Communications function with Emergency Management Director.

- Subject to availability of resources, provide communications equipment to non-equipped departments and personnel with emergency/disaster assignments.

Recovery

- Work with EOC, Verizon and Comcast on restoration of telephone service according to established priorities.
- Coordinate restoration and needed repairs to other telecommunications equipment.

14.2.13 New Bedford Cable Access Responsibilities

Prevention and Mitigation

- Assist with information dissemination to the public regarding disaster preparedness

Preparedness

- Work with Emergency Management Director and Public Information Officer to develop and store pre-scripted emergency public information and instructions for instantaneous broadcast on access channels.

Response

- Maintain cable access and institutional network systems to ensure operability and develop plans and procedures for extended department operations during emergency/disaster situations.
- Disseminate warning and emergency information and instructions via access channels on local cable television system.

Recovery

- Work with local cable television provider to restore cable access capabilities that may be affected by disaster.
- Provide disaster recovery public information on an ongoing basis, as needed.

14.2.14 New Bedford Public School Responsibilities

Prevention and Mitigation

- Develop and maintain multi-hazard emergency plans for the protection of students and staff during any disaster/emergency period.
- Conduct exercises and drills on the school safety and security programs.
- Coordinate with EMD to identify risks and hazards in the city.

Preparedness

- Coordinate with American Red Cross and Emergency Management Director arrangements to use schools, and/or school food stocks, for mass care shelter and feeding.
- Maintain plans for protection of students during a disaster.
- Regularly practice through drills and other educational means, procedures for safe evacuation and relocation of students in case of an emergency.

Response

- Protect students in school by releasing them, sheltering them, or evacuating and relocating them to safe areas during disaster/emergency.
- Provide school buildings for use as mass care shelters and emergency dispensing sites.
- Provide buses for evacuation of students and public during disaster/emergency.
- Provide Emergency Operations Center (EOC) support.
- Act as a liaison with other schools within the City of New Bedford

Recovery

- Coordinate safe re-entry of students into school after disaster/emergency period has passed.
- Assist with damage assessment of school facilities.

14.2.15 New Bedford Police - Animal Control Responsibilities

Animal Control falls under the responsibility of the Police Department, however their roles and responsibilities for the phases of emergency response are distinct and separate from those of the Police Department.

Prevention and Mitigation

- Maintain working relationships with local veterinarians and humane shelters.

Preparedness

- Coordinate with appropriate public and private sector agencies planning that provides for protection of animals, including sheltering, during an emergency/disaster situation.
- Form emergency response teams to address activities necessary for the care of animals in an emergency such as evacuation, sheltering, medical treatment, search and rescue, etc.

Response

- Coordinate animal services and assistance necessary during a disaster including protection and care of animal victims and disposal of dead animals.
- Rescue and capture escaped or stranded animals.
- Order testing and/or quarantining of infectious or contaminated animals.

- Arrange for temporary provision of food, water and shelter for animal victims.
- Provide pet sheltering when a city shelter is activated in any capacity.

Recovery

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

14.2.16 New Bedford Police Department Responsibilities

Prevention and Mitigation

- Coordinate with EMD to identify risks and hazards in the city.

Preparedness

- Maintain plans for maintaining law and order, traffic and crowd control during emergencies and disasters.
- Maintain law enforcement mutual aid agreements.

Response

- Provide law enforcement during disaster/emergency periods.
- Provide traffic control, crowd control, and restricted area control including patrolling evacuated areas.
- Provide security to critical facilities, including mass care shelters.
- Provide warning and notification support which may include the use of mobile warning units.
- Provide animal control services. Refer to Section 14.2.15 of this plan for Animal Control Division.
- Provide back-up communications for shelter operations and other communications support, as needed.
- Conduct and/or support search and rescue operations.
- If necessary, designate “restricted” or “controlled” areas and institute pass requirements.
- Provide liaison and coordination with other law enforcement groups and mutual aid.
- Provide Emergency Operations Center (EOC) support.
- Coordinate with State Police to provide traffic control on state highways and for additional support to local operations.
- Perform Incident Command duties, as appropriate.
- Support Port of New Bedford with all Harbormaster responsibilities and emergency responses.
- Support New Bedford Regional Airport with security and all emergency responses.
- Support other public safety activities.

Recovery

- Continue response operations until no longer needed.

14.2.17 New Bedford Fire Department Responsibilities

Prevention and Mitigation

- Provide fire code enforcement and fire prevention services including inspection and public education.

Preparedness

- Maintain plans for providing needed fire department services during a disaster or emergency.
- Maintain mutual aid agreements.

Response

- Provide fire response, control, and suppression during disaster/emergency period.
- Provide search and rescue operations on land and water.
- Provide hazardous material incident response, control, and operations including biological/chemical decontamination in accordance with training and equipment capabilities.
- Provide radiological monitoring and decontamination support.
- Perform Incident Command duties, as appropriate.
- Provide secondary emergency medical services.
- Provide warning and notification support which may include mobile warning units.
- Provide fire watch duties in shelters, as needed.
- Provide EOC support.
- Support Port of New Bedford with all emergency responses including oil spills.
- Support New Bedford Regional Airport with security and all emergency responses.
- When weather conditions permit and it is safe to do so, Fire Department drones will be deployed for reconnaissance, search and rescue, recovery, and damage assessment missions. They will be deployed over land or sea as the tactical needs require. Drone missions shall be conducted with a FAA Part 107 licensed remote pilot and a trained visual observer.

Recovery

- Conduct and/or support damage assessment activities including fire inspection of damaged facilities through the use of drones when necessary.
- Continues to provide response activities until no longer needed.

14.2.18 City Solicitor Responsibilities

Preparedness

- Provide legal counsel and advice to Mayor and tasked departments and agencies.

Response

- Prepare local declaration of emergency, curfew orders, related emergency orders and resolutions, as needed, to provide for protection of life and property and general public safety.
- Advise Mayor on emergency power/authority that may be exercised to effectively respond to the disaster or emergency and interpret emergency laws and regulations.
- Interpret emergency laws and regulations.

Recovery

- Draft and/or review legal documents for any contracted disaster recovery work.
- Provide Emergency Operations Center (EOC) support.

14.2.19 Financial Group Responsibilities (Chief Financial Officer, Treasurer, City Auditor, Purchasing Agent)

Prevention and Mitigation

- Maintain local government financial records and provide for the protection of same.

Preparedness

- Be prepared to implement emergency purchasing and contracting procedures for supplies, materials, equipment and services in support of disaster operations.

Response

- Provide Emergency Operations Center (EOC) support, as needed.
- Maintain overall records of financial transactions during emergency/disaster periods. Each department is tasked with maintaining their own disaster-related financial records as well.
- Provide briefings to Mayor on status of financial transactions.
- Regulate and coordinate disbursement of disaster assistance funds.

Recovery

- Provide assistance and support to Disaster Information Coordinator with disaster reporting and damage assessment efforts, as well as with application for federal disaster assistance and documenting local government emergency work activities and costs.

14.2.20 Community Services/Council on Aging Responsibilities

Prevention and Mitigation

- Develop and maintain relationships with public and private human/social service agencies and organizations.
- Maintain the Special Needs Registry for persons with disabilities

Preparedness

- Work with other city departments to prepare socially vulnerable populations for disasters.
- Provide oral, non-technical/legal translations for other city departments.

Response

- Identify sources of crisis intervention/debriefing for local government emergency response personnel, other disaster workers and the general public, and how they may be accessed.
- Identify personnel of non-tasked city departments and agencies to assist the Human Services Division carry out its response activities.
- Make department resources available to support other emergency operations.
- Coordinate the delivery of human and social services to disaster victims. Activate appropriate department and support personnel.
- Coordinate the provision of crisis intervention and emotional support for disaster workers and victims. Activate appropriate resources such as public safety critical incident stress debriefing teams and the locally-based Trauma Response Network.
- Provide needed support to American Red Cross mass care/shelter operations.
- Coordinate the provision of extended services with other city departments and appropriate agencies in the city.
- Provide Emergency Operations Center (EOC) support.

Recovery

- Assess continuing human and social service needs of disaster workers and victims.
- Work with Public Information Officer to inform the public of extended services availability.

14.2.21 New Bedford Port Authority Responsibilities (Port of New Bedford)

Prevention and Mitigation

- Maintain piers, docking facilities and other properties under Commission control.
- To ensure that fishing and other vessels tied-up at city-owned piers are secured properly during inclement weather.

Preparedness

- Provide warning and emergency information to Marina occupants.

Response

- Provide Emergency Operations Center (EOC) support.
- Maintain liaison with marine interests, the U. S. Coast Guard, U.S. Army Corps of Engineers Hurricane Barrier Project, Massachusetts Environmental Law Enforcement, and Steamship Authority.
- Coordinate marine support for emergency/disaster response and recovery operations.
- Make department resources/facilities available to support other emergency operations.

Recovery

- Provide damage assessment of commission properties and facilities.
- Coordinate emergency and permanent repairs of damaged facilities.

14.2.22 Department of Resilience and Environmental Stewardship

Prevention and Mitigation

- Work with DFFM, DPI, and NBPS to ensure that all public facilities subject to the Massachusetts Contingency Plan (MCP), Wetlands Protection Act, or other environmental regulations are in compliance during everyday operations.

Preparedness

- Ensure that any public MCP site on which construction is in progress is prepared and secured for weather events and access is restricted.

Response

- Evaluate post-incident conditions on any public MCP site and coordinate any actions necessary to maintain or regain compliance.
- Document any coastal damage to Coastal Zone Management through its Coastal Reporter Program.
- Provide any necessary notifications to state and federal regulatory agencies in coordination with the Disaster Information Coordinator and Public Information Officer.
- Coordinate with the Public Information Officer regarding necessary city-wide or neighborhood-level notifications.

Recovery

- Provide assistance and support to Disaster Information Coordinator with disaster reporting and damage assessment efforts.

14.2.23 American Red Cross (ARC) Responsibilities

Prevention and Mitigation

- Conduct city disaster education programs within the city and region in partnership with the City of New Bedford when available.

Preparedness

- Maintain a disaster plan for Red Cross service delivery area.
- Provide emergency mass feeding.
- Identify facilities in the city which may be required for service delivery to people impacted by disasters, including mass care shelter facilities. Local government will assist, as needed, with the selection and surveying of facilities to serve as shelters.
- Work with government, other voluntary agencies, private agencies, and the business community to identify resources for coordinated disaster response.
- Coordinate emergency care responsibilities with local government departments and other appropriate agencies or voluntary groups.

Response

- Open and operate facilities to provide emergency shelter to people impacted by a disaster.
- Provide emergency mass feeding on a fixed and mobile basis.
- Provide disaster health services, including mental health, at ARC service delivery locations. If requested, and if resources are available, assist local government health interventions.
- Coordinate relief activities with the state lead ARC chapter, other agencies, businesses, labor and local government.
- Subject to availability of personnel, designate a liaison to serve in the EOC.
- After an initial, routine moratorium, handle inquiries from concerned family members through the ARC Disaster Welfare Inquiry system.
- Through the national ARC organization, provide blood and blood products.
- Transition from emergency mass care shelters to resumption of normal living patterns or longer-term care by government agencies. Work with government to aid in the transition to temporary housing/return to normal living conditions.
- Provide individual and family assistance to meet immediate emergency needs. As needed, open ARC Service Center(s) to provide this assistance. Coordinate assistance with government to avoid duplication.
- Disseminate public information describing available ARC services and provide information and referrals to government and other agencies' disaster relief programs.
- Assist in meeting the emergency needs of clients whose needs are not met through government programs. Participate in any unmet needs committees.

Recovery

- Assess relevant long-term services needed by people and communities impacted by a disaster event. Coordinate ARC activities designated to assist in the recovery process.

14.3 Line of Succession

The line of succession for the Emergency Management Department will be as follows:

1. Director of Emergency Management
2. Administrative Manager of Planning
3. Administrative Manager of Operations

15. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

15.1 Situational Awareness

There are five elements that are the backbone of good situational awareness:

- Define your information requirements.
- Determine how to gather information.
- Decide who will analyze that information.
- Determine how that information will be shared.
- Choose the technology that will help communicate and manage the information.

During the initial period of an emergency, efforts should be focused on gaining an understanding of the situation and establishing incident priorities. A well-defined, operational information collection capability is essential. Information collection provides situational awareness to leadership and promotes informed decision-making. The City has designated a process to collect, analyze and disseminate information during an emergency to both internal and external response partners as well as the public.

15.2 Information Collection

Information will be collected from a variety of sources. The Mayor's office or his/her designee at the EOC will be charged with collecting information. The following list contains examples of potential sources of operational information:

- On-scene responders
- City departments and agencies
- WebEOC and MEMA Situational Awareness Reports
- Public agencies and non-governmental partners
- Television, radio and print media
- Social media
- Victims of the emergency and the general public
- Subject matter experts

15.3 Information Analysis

After information has been collected, it must be analyzed to determine its credibility and operational relevance. The EOC manager or mayoral designee or his/her designee will analyze information that is received and prepare intelligence reports for leadership.

15.4 Dissemination

Message dissemination is categorized into internal messaging and public messaging. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to messages crafted for public dissemination.

15.5 Internal Messaging

EOC manager or mayoral designee or his/her designee in the EOC will assist in conveying information as necessary to responders, city departments and agencies and other partners. Additionally, EOC manager or mayoral designee or his/her designee will maintain and update the Incident Action Plan (IAP), which will contain critical information and intelligence updates.

Within 24 hours of an emergency event, the EMD will utilize WebEOC to submit a Situational Report to their Regional MEMA office. For a significant incident, the situation report should be followed by an Initial Damage Assessment as soon as specific damage information is available but not later than 72 hours after the peak of the event. New Bedford also uses I AM Responding (IaR) for internal messaging.

15.6 Public Messaging

Various methods of public information dissemination are available. The decision to use a particular medium will be based on the urgency and the intended audience. Some methods of distribution include:

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Local or regional public information systems such as Reverse 911 systems and web/application-based notification systems
- NB Alert
- NB 311

To ensure one consistent and accurate voice, all public information releases will be coordinated through the City Public Information Officer and Incident Commander.

15.7 Local Declaration of Emergency

In general, a Declaration of Emergency is made only by the Mayor and may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

A local Declaration of Emergency may be declared by the Mayor or as permitted by local charter, bylaw or ordinance, or state law. Whenever a local emergency has been declared the

EMD will notify the Massachusetts Emergency Management Agency (MEMA) through WebEOC or their regional office.

When all emergency activities have been completed, the EMD will coordinate with the Mayor to terminate the declared emergency. All city departments, agencies and organizations will receive notification of emergency declarations and terminations through utilizing all available communication methods.

16. COMMUNICATIONS

Communications are an important component of response and recovery operations. The ability of emergency management/response personnel from different disciplines, jurisdictions, organizations, and agencies to work together depends greatly on their ability to communicate with each other. To effectively transmit and receive information, emergency response partners supporting the city must have access to all available forms of communication. This section outlines the types of equipment/systems available for internal, external and public communication. Operational communications systems and capabilities, and effective communications, are essential to the success of any emergency operation. The city maintains and operates multiple communications systems to ensure effective and operation communications between municipal personnel and with other jurisdictions.

Communications between city department and community agencies occur through the use of several types of communications equipment including radios, cellular and landline phones, email, and satellite phones. In addition, the Commonwealth uses WebEOC and the Health and Homeland Alert Network (HHAN) for external notifications and to provide situational awareness. Public communications range from the Emergency Alert System to the city's website and social media.

New Bedford maintains several two-way radio systems that are assigned and utilized by public safety, public works and other city departments.

The Department of Emergency Management has a cache of portable and mobile radios that can be used for interagency communication during a local emergency. Communities and MEMA will augment this equipment in the event of a local area emergency or disaster.

16.1 Alert and Notification

Emergency notification of city departments and community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The city has several means of notifying emergency response partners. In most situations, the City has the capability to warn departments and agencies on a 24-hour basis. New Bedford will utilize NB Alert for mass public notification in addition to other communication methods.

16.2 Notification of City Departments

When an emergency requires the notification of city departments, the Mayor's office will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone
- 2-way radio systems (during normal business hours)
- I AM Responding

- NB ALERT
- Dispatch a vehicle for in-person notification
- Face-to-face communication

16.3 EOC Communications

The City's EOC is equipped with, maintains and is capable of operating, the following communication systems:

- An inventory of communications equipment will be maintained by each city department. Emergency Management Department will keep a cache of supplemental radios for the EOC and to be used as needed.
- The city maintains regular business relationships with multiple radio repair services that can be called upon to repair communications equipment when the need arises.
- Most facilities where base radio stations are located have auxiliary power to ensure continued operation. Priority will be given to providing portable generators to those that do not.
- Additional caches of communications equipment can be requested from MEMA through the Emergency Management Director.

The city conducts periodic communications tests to ensure that its systems are operational, and its personnel are capable of operating the systems. Testing is performed on a regular basis by the department utilizing specific radio channels.

16.4 Emergency Alert and Warning

Emergency alerts and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate Public Information Officer will coordinate the development of public warning messages. The PIO or designate Mayor's staff will implement the dissemination of the messages via the public warning systems. Warning the public about an emergency or disaster includes various means of communication which are summarized in the table below:

16.4.1 Public Warning

During emergencies, the public needs timely, accurate information on the emergency and appropriate instructions regarding protective actions that should be taken to minimize injuries, loss of life and damage to property.

For some slowly developing emergency situations (such as hurricanes), there may be several days for local government and the media to provide detailed information about the hazard and what citizens should do.

For other emergency situations, there may be no warning, leaving the public information system unable to react rapidly enough to properly inform the public about the hazard and what to do about it. For this reason, it is important that the public be advised of likely hazards and what protective measures should be taken to lessen the effect of an emergency and/or disaster.

Public warning is accomplished using the following methods as appropriate:

- Emergency Alert System (EAS)
- Wireless Emergency Alerts (through MEMA)
- Local Access TV Station
- City Website Notifications
- Social Media
- Variable Message Boards
- Reverse Telephonic Notification Systems (NB Alert)

16.4.2 Emergency Alert and Warning for Persons with Access and Functional Needs

Access and functional needs populations will be warned of emergencies by available methods, including the following:

- Visually impaired: EAS messages on radio, sirens, NOAA Weather Radio, reverse telephonic notification systems (locally based), route alerting (locally based), door-to-door notification (locally based)
- Hearing impaired: Captioned EAS messages on television, TTY on reverse telephonic notification systems (locally based), route alerting (locally based), door-to-door notification (locally based)
- Non-English speaking: Language messages on radio and/or TV, NOAA Weather Radio, route alerting, door-to-door, other.

City Warning Systems

Warning Systems	Area of Coverage	Approving Authority	Implementation
Local Cable Channel	City Wide	Mayor's Office	PIO
Reverse 911	Subscribers to NB Alert	Mayor's Office	EMD
News Media	City Wide	Mayor's Office	PIO
City Website	City Wide	Mayor's Office	PIO
Loudspeakers	City Wide	Mayor's Office	Police/ Fire Vehicles
Door-to-door	City Wide	Mayor's Office	Police/EMA

Social Media	City Wide	Mayor's Office	PIO
Wireless Emergency Alert (WEA) System	Geo-Fence	MEMA/IC	MEMA Dispatch

16.4.3 Internal Emergency Public Information (EPI) Coordination

In order to provide unified and coordinated EPI, the following policy will be in effect in New Bedford when the EPI function is activated:

- A senior Public Information Officer (PIO) and alternates will be designated by the Mayor.
- EPI will be managed out of one location (i.e., EOC, Media Center, Joint Information Center, an on-scene media area).
- EPI will be coordinated with the Incident Commander (if ICS has been established), public information officers of the various response agencies and the PIO.

16.4.4 Joint Information Center

In the case of large-scale emergencies or disasters where there are substantial external responders from other jurisdictions and/or state or federal agencies and the response and recovery effort may continue for an extended period, a Joint Information Center (JIC) may be established. The JIC, an element of the Joint Information System (JIS) developed to provide information to the public during an emergency, is a working facility where the emergency public efforts of all participating jurisdictions, agencies, volunteer organizations, and other responders can be coordinated to ensure consistency and accuracy.

16.4.5 Emergency Public Information Message Content

The following is suggested general content for EPI messages during emergency/disaster situations.

- Nature, location and time of emergency/disaster.
- Protective actions to be taken by the public.
- Current situation assessment.
- Current government actions (i.e., what local government is doing or will do).
- Telephone numbers where the public can receive answers to specific questions and further information.

16.4.6 Public Information Officer

The Public Information Officer is a full-time employee of the Mayor's Office who oversees routine local government public information activities and coordinates emergency public information (EPI) activities outlined below during emergency /disaster situations. The PIO will work with the Mayor and incident commander.

Actions:

- Determine or create proper message content.
- Select appropriate public warning system(s) for use.
- Disseminate public warnings after receiving written approval from the Mayor or his/her designee.
- Initiate Protective Action Advisory Implementation.
- During non-emergency times, information regarding emergency plans and actions to be taken by the public, in the form of public information/education materials, will be provided to the public via social media, brochures, New Bedford Cable Access and the City's website, etc.

During an emergency, the potential for dissemination of false or misleading information is high.

This can lead to operational difficulties for responders and confusion among the public.

Misleading information can be produced from several sources. The City will establish a media monitoring and rumor control section and staffed by the PIO. The location will be provided to the press and public in a timely fashion.

17. ADMINISTRATION, FINANCE, AND LOGISTICS

17.1 Finance and Administration

Due to the nature of emergency situations, financial transactions and activities, including purchases and leases, often need to be executed quickly, and sometimes routine financial and accounting procedures need to be amended or bypassed, or authorized by law, regulation, and policy. Note that this in no way lessens the need to follow sound financial management and accountability.

A local declaration of a State of Emergency may, in some circumstances, allow the city to bypass normal budgetary and financial requirements in order to finance emergency response and recovery activities.

A Presidential Disaster Declaration, or a Presidential Emergency Declaration, may allow the city to apply for federal disaster funding and to be reimbursed for eligible response and recovery costs.

Timely financial support for response and recovery activities could be crucial to successfully achieving response and recovery objectives. While innovative and expeditious means of procurement may be required during times of emergencies, it is still mandatory that lawful and sound financial and accounting principles and practices be employed in order to safeguard the use of public funds from the potential for fraud, waste, and abuse.

Each city department and community agency are responsible for establishing effective administrative funding controls, segregation of duties for proper internal controls, and accountability to ensure that costs incurred are consistent with the missions identified in this plan. Extreme care and attention to detail must be taken throughout the emergency response period to maintain logs, formal records, and file copies of all expenditures, including personnel time sheets, in order to provide clear and reasonable accountability and justification for future reimbursement requests.

17.2 Records

Detailed financial records should be kept for every emergency or disaster managed by the city. Having detailed and complete financial records are requirements for receiving federal reimbursement under the Stafford Act for Presidentially declared disasters and emergencies. Documentation should include personnel hours, equipment costs, expenditures/procurements, costs incurred by the City. Financial records are essential to a successful recovery effort.

All records relating to the allocation and disbursement of funds for activities covered in this plan must be maintained, as applicable, in compliance with the Code of Federal Register, Title 44, *Emergency Management Assistance*, and all Massachusetts statutes pertaining to state financial matters and emergency management powers and responsibilities.

It is ultimately incumbent upon each city department to ensure that vital records are maintained.

All required reports and records of emergency operations activities will be submitted to and received by the Chief Executive Official, as well as other appropriate authorities. A COOP Annex will be developed to fully address these needs and to augment this plan.

17.2.1 Record Retention

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of 7 years from the date of occurrence by the Emergency Management Director. In addition, records regarding hazardous materials exposures will be maintained by the Fire Department while the structure or property is in existence.

17.2.2 Preservation of Records

It is the responsibility of the Mayor or his/her designee to ensure that public records be protected and preserved in accordance with applicable state and local laws.

An annex document will list locations of all vital records.

17.3 Reports

The use of reports will vary according to the type of emergency being handled.

17.4 Messages

All requests for assistance and all general messages will be handled using the procedures and forms found in the Forms section of this plan.

17.5 Local Government Situation Report

WebEOC utilizes Situational reports logged by the EMD to keep MEMA and state officials up to date about the status of operations.

17.6 Resource Management

Resource management in emergency management involves managing personnel, equipment, facilities, and supplies needed during a major emergency or disaster. Resource management activities include analyzing resource needs, procuring resources, and staging the resources for efficient support of emergency operations.

The following are sources or potential sources for resources that may be available to the City in responding to disasters and emergencies:

- Personnel, equipment and facilities belonging to the City
- Resources available from other jurisdictions through local mutual aid agreements.
- Resources available from the private sector through purchase, lease, or MOU.
- Resources of the Commonwealth of Massachusetts including the National Guard through the Massachusetts Emergency Management Agency (MEMA).

- Mutual aid resources from other states via the Emergency Management Assistance Compact (EMAC), through MEMA.
- Intrastate mutual aid available through the Statewide Mutual Aid Agreement.
- Resources available from the federal government under the National Response Framework (NRF), through MEMA.

All departments and agencies with responsibilities under this Plan will maintain current inventories of their respective personnel, equipment and supplies.

If existing City resources and mutual aid resources are exhausted, or if the city has a need for a resource that it neither has nor has access to, the EOC (or EMD or designee at the direction of the EOC if the EMD is not present in the EOC) may submit a request for assistance to MEMA via phone or radio to MEMAs Regional Office or Headquarters, or through WebEOC. MEMA is responsible for coordinating support from all state agencies, including the National Guard, State Police, Department of Transportation, and Department of Public Health.

MEMA, working with the state's regional homeland security advisory councils, is developing a statewide Resource Management System (RMS) that will serve as a central, searchable inventory of resources throughout the state. The National Incident Management System (NIMS) requirement that certain resources be "typed" based on their capabilities will be part of this RMS system.

17.7 Mutual Aid

Mutual aid is the provision of services from one jurisdiction to another. A mutual aid agreement is an agreement among jurisdictions to allow emergency responders to lend assistance across jurisdictional boundaries. Such assistance may be in the form of equipment, supplies, personnel or other available resources. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible. Some mutual aid agreements may be formal and/or may be activated with some degree of frequency, such as mutual aid provided in the Fire Department and Emergency Medical Services. Other mutual aid agreements are informal, and/or activated infrequently and only under emergency circumstances.

See Appendix B for a list of mutual aid agreements

.

18. TRAINING AND EXERCISE PROGRAM

A critical component of this CEMP is the ability to conduct training and exercises in order to validate the CEMP's contents. These events should take an all-hazards approach. In addition, trainings and exercises could focus on specific areas, such as hazardous materials events. A training and exercise program should be developed to effectively implement the CEMP.

18.1 Training Program

An all-hazards training program is a critical component to the city's emergency planning cycle. Effective emergency management training programs provide responders with the skills to implement an effective response which will save lives, minimize injury, and protect property during emergency/disaster events.

Programs should be initiated at the local level to provide instruction to the general public to prepare them for protecting themselves against the consequences of emergency/disaster occurrences. This educational information may be presented through audio-visual presentations, lectures, booth displays, demonstrations, and literature handouts. New Bedford Emergency Management maintains an inventory of instructional flyers and brochures on a variety of disaster topics.

The following sections describe some of the various training opportunities an Emergency Management Program can take advantage of. Information concerning all of these programs can be obtained from the Emergency Management Director.

18.1.1 All Hazards Training

MEMA Provided Training: The Massachusetts Emergency Management Agency (MEMA) conducts training for state and local response personnel at both their Framingham headquarters and throughout their four regions. MEMA's Training and Exercise Unit offers numerous classroom training opportunities throughout the calendar year. These all-hazards training programs cover various topics and offer unique perspectives on emergency management planning and response. Specific training programs can be found on MEMA's website.

Some examples of training include:

- a. Incident Command Systems (ICS) 100, 200, 300 & 400
- b. National Incident Management System (IS-700)
- c. ICS for Elected and Senior Leaders
- d. Emergency Operations Center (EOC) Awareness and Operations
- e. Community Points of Distribution (C-POD)
- f. Homeland Security Exercise and Evaluation Program (HSEEP) Training
- g. Terrorism Awareness
- h. Hazardous Materials Awareness

Emergency Management Institute Training: FEMA's Emergency Management Institute (EMI) has a series of online Professional Development Training Programs designed to bolster the knowledge emergency managers need to possess and in-person courses are also available in Emmitsburg, Maryland. The online based classes can be found on FEMA's Emergency Management Institute Website, under their Professional Development Section.

18.1.2 Hazardous Materials Training

Section 303 (c) (8) of EPCRA, OSHA 29CFR 1910.120 (HAZWOPER) and EPA 40CFR 311; require that those responsible for implementing chemical emergency plans be provided training opportunities that enhance local emergency response capabilities. The LEPC intends to utilize courses sponsored by the Federal and State governments, and private organizations in helping fulfill this requirement. The LEPC will also schedule courses that address the unique concerns and needs for the local hazardous materials preparedness program. Employers are responsible for ensuring the health and safety of responding personnel, as well as the protection of the public.

The LEPC will work in conjunction with the State Emergency Response Commission, city departments and community leaders to evaluate the hazardous materials training development needs of local emergency personnel. The LEPC will coordinate local training initiatives to ensure consistency with the Hazardous Materials Plans and will maximize training resources available from all levels of government and the private sector. In the City of New Bedford, the Director of Emergency Management is the designated LEPC.

Employees who participate, or are expected to participate in emergency response shall be given training in accordance with the following paragraphs:

First Responder Awareness Level: First responders at the awareness level are individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying the proper authorities of the release. They would take no further action beyond notifying the authorities of the release.

First responders at the awareness level shall have sufficient training or have had sufficient experience to objectively demonstrate competency in the following areas:

- a. An understanding of what "hazardous materials" is, and the risks associated with them in an incident.
- b. An understanding of the potential outcomes associated with an emergency when hazardous materials are present.
- c. The ability to recognize the presence of hazardous materials in an emergency.
- d. The ability to identify the hazardous materials, if possible.
- e. The understanding of the role of the first responder awareness individual in the employer's emergency response plan including site security and control and the North American Emergency Response Guidebook.
- f. The ability to realize the need for additional resources and to make appropriate notifications to the communication center.

First Responder Operations Level: First Responders at the operations level are individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to contain the release from a safe distance, keep it from spreading, and protect further exposures.

First responders at the operation level shall have received at least eight hours of training or have had sufficient experience to objectively demonstrate competency in the following areas in addition to those listed for the awareness level and the employer shall so certify:

- a. Knowledge of the basic hazard and risk assessment techniques.
- b. Know how to select and use proper personal protective equipment provided to the first responder operation level.
- c. An understanding of basic hazardous materials terms.
- d. Know how to perform basic control, containment and/or confinement operations within the capabilities of the resources and personal protective equipment available with their unit.
- e. Know how to implement basic decontamination procedures.
- f. An understanding of the relevant standard operating procedures and termination procedures.

Hazardous Materials Technician: Hazardous materials technicians are individuals who respond to releases or potential releases for the purpose of stopping the release. They assume a more aggressive role than a first responder at the operations level does in that they will approach the point of release in order to plug, patch, or otherwise stop the release of hazardous substance.

Hazardous materials technicians shall have received at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the employer's emergency response plan.
- b. Know the classification, identification, and verification of known and unknown materials by using field survey instruments and equipment.
- c. Be able to function within an assigned role in the Incident Command System.
- d. Know how to select and use proper specialized chemical personal protective equipment provided to the hazardous materials technician.
- e. Understand hazard and risk assessment techniques.
- f. Be able to perform advance control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available with the unit.
- g. Understand and implement decontamination procedures.
- h. Understand termination procedures.

- i. Understand basic chemical and toxicological terminology and behavior.

Hazardous Materials Specialist: Hazardous materials specialists are individuals who respond with and provide support to hazardous materials technicians. Their duties parallel those of the hazardous materials technician, however they may be called upon, where a more specific knowledge of the various substances is needed. The hazardous materials specialist would also act as the site liaison with Federal, state, local and other government authorities in regard to site activities.

Hazardous materials specialists shall have received at least 24 hours of training equal to the technician level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the local emergency response plan.
- b. Understand the classification, identification and verification of known and unknown materials by using advance survey instruments and equipment.
- c. Knowledge of the state emergency response plan.
- d. Be able to select and use proper specialized chemical personal protective equipment provided to the hazardous materials specialist.
- e. Understand in-depth hazard and risk assessment techniques.
- f. Be able to perform specialized control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available.
- g. Be able to determine and implement decontamination procedures.
- h. Have the ability to develop a site safety and control plan.
- i. Understand chemical radiological and toxicological terminology and behavior.

18.1.3 Incident Command System

Incident Commanders, who will assume control of the incident scene beyond the first responder awareness level, shall receive at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know and be able to implement the employer's incident command system.
- b. Know how to implement the employer's emergency response.
- c. Know and understand the hazards and risks associated with employees working in chemical protective clothing.
- d. Know how to implement the local emergency response plan.
- e. Knowledge of the state Emergency Response Plan and of the Federal Regional Response Team.
- f. Know and understand the importance of decontamination procedures.

18.1.4 Trainers

Trainers who teach any of the above training subjects shall have satisfactorily completed a training course for teaching the subjects they are expected to teach, such as the courses offered by the U.S. Fire Academy, FEMA Emergency Management Institute, U.S. EPA, Massachusetts Fire Academy or Massachusetts Emergency Management Agency; or they shall have the training and/or academic credentials and instructional experience necessary to demonstrate competent instructional skills and a good command of the subject matter of the courses they are to teach.

18.2 Exercise Program

Similar to Training Programs, a strong Emergency Management Program should also involve exercise various plans and procedures, to ensure that training and the various plans are effective.

Section 303(c)(9) of EPCRA places a requirement on local jurisdictions to establish “methods and schedules for exercising the emergency plan”. In establishing training programs and schedules the emergency managers recognize the need for an integrated exercise program that will ensure city response agencies and facilities successfully perform their emergency roles and functions in accordance with the All-Hazards Emergency Plan. An effective exercise program will also strengthen response management, coordination, and operations, plus reveal shortcomings and weaknesses that can be corrected prior to an emergency in order to improve and refine public safety capabilities.

18.2.1 Types of Exercises

Exercises are generally classified in three major categories: Tabletop, Functional, and Full Scale. Local jurisdictions may also consider preliminary exercises called *Orientations* to introduce participants to the plan and prepare for the exercise process.

Each of these exercises varies in activities and resources. Some require simple preparations and execution while others may be more complex and require greater efforts and resources. Each provides their own benefits, and all should be considered in the overall development of an exercise program.

Orientation (Exercise): *Orientations* are used to acquaint personnel with policies and procedures developed in the planning process, providing a general overview of the emergency plan and its provisions. Orientation is especially effective in ensuring that emergency personnel understand their roles and responsibilities and clarifying any complex or sensitive plan elements.

While orientation does not normally involve any direct simulation or role-playing, it is used to review plan procedures and informally apply them to potential emergency situations or past events familiar to everyone.

Tabletop Exercise: A *Tabletop Exercise* is primarily a learning exercise that takes place in a meeting room setting. Prepared situations and problems are combined with role-playing to generate discussion of the plan, its procedures, policies, and resources. *Tabletop Exercises* are

an excellent method of familiarizing groups and organizations with their roles and demonstrating proper coordination. They are also good environments for reinforcing the logic and content of the plan and integrating new policies into the decision-making process, since they allow participants to act out critical steps, recognize difficulties, and resolve problems in a non-threatening environment.

Functional Exercise: A *Functional Exercise* is an emergency simulation designed to provide training and evaluation of integrated emergency operations and management. It is more complex than the *Tabletop Exercise* and focuses on the interaction of decision making and agency coordination in a typical emergency management environment such as an Operating Center or command location. All field operations are simulated through messages and information normally exchanged using actual communications, including radios and telephones. It permits decision-makers, command officers, coordination and operations personnel to practice emergency response management in a more realistic environment, complete with time constraints and stress. It generally includes several organizations and agencies practicing interaction of a series of emergency functions such as direction and control, assessment, and evacuation.

Full-Scale Exercise: The Full-Scale Exercise evaluates several components of an emergency response and management system simultaneously. It exercises the interactive elements of a community's emergency program, similar to the *Functional Exercise*, but it is different from the *Functional Exercise* in that it adds a field component. A detailed scenario and simulation are used to approximate an emergency, which requires on-scene direction and operations, and also includes coordination and policy-making roles at an emergency operations or command center. Direction and control, mobilization of resources, communications and other special functions are commonly exercised.

Progressive Exercise Program: Recognizing that the exercise types described in this plan are intended to build on one another, each one becoming more complex and comprehensive, the LEPC will establish a progressive exercise program by scheduling basic *Orientations* to introduce the plan and the specific policies and responsibilities established. *Tabletop Exercises* will then be held to implement actual coordination and leadership provisions of the plan, including emergency operations concepts that may be new to many local personnel. These will be followed by *Functional Exercises* to integrate the plan's more complex sections under simulated emergency conditions. The entire hazardous materials emergency response system will then be evaluated by a *Full-Scale Exercise*.

Exercise Schedule: The specific exercise schedule will be developed after the CEMP has been reviewed and accepted by the City. A plan to evaluate the Hazardous Materials Plans may also have to be approved by the State Emergency Response Commission. An exercise of this plan should be held annually.

NOTE: If a real response situation has occurred, it may be counted as an exercise as long as an after-action evaluation is performed, and the plan is updated with "lessons learned" from the incident.

APPENDIX A: ACRONYMS

Acronym List	
ARC	American Red Cross
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
COOP	Continuity of Operations Plan
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosives
EAS	Emergency Alert System
EJ	Environmental Justice
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Director
EOC	Emergency Operations Center
EPI	Emergency Public Information
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IC	Incident Commander
IMR	I AM Responding
JIC	Joint Information Center
JIS	Joint Information System
LEPC	Local Emergency Planning Committee
MEMA	Massachusetts Emergency Management Agency
MOUs	Memorandums of Understanding
NBEOC	New Bedford Emergency Operations Center
NIMS	National Incident Management System
NRF	National Response Framework
PIO	Public Information Officer
POD	Point of Distribution
RMS	Resource Management System
SOP	Standard Operating Procedure
UASI	Urban Areas Security Initiative
USACE	United States Army Corps of Engineers
VEOC	Virtual Emergency Operations Center
WEA	Wireless Emergency Alert
WebEOC	Web Emergency Operations Center

APPENDIX B: MUTUAL AID SYSTEM

The City of New Bedford is part of a mutual aid system (e.g., the provision of services from one jurisdiction to another during times of need) for additional resources from many fronts.

Community-to-Community Mutual Aid

New Bedford has opted into mutual aid agreements with other communities, allowing the City to request support from other Massachusetts communities for response activities. It also provides a way for New Bedford to share its resources with neighboring communities that are experiencing emergency response limitations. Established agreements and plans document the procedures and standards for intrastate mutual aid.

The New Bedford Police Department maintains agreements with:

- Dartmouth
- Acushnet
- Mattapoisett
- Fall River
- Fairhaven
- Westport
- MA State Police

The New Bedford Fire Department maintains agreements with:

- Acushnet Fire
- Fairhaven Fire
- Dartmouth District 1 Fire
- Dartmouth District 2 Fire
- Dartmouth District 3 Fire
- Freetown Fire
- Mattapoisett Fire

The New Bedford Emergency Medical Services maintains agreements with:

- Fairhaven
- Marion
- Freetown
- Westport
- Lakeville
- Wareham

The New Bedford Emergency Management Department maintains agreements with:

- Acushnet
- Dartmouth
- Fairhaven

The New Bedford Board of Health maintains agreements with the Southeastern Massachusetts Public Health Collaborative (SEMA) with Acushnet and Fairhaven to design and implement a program by which the public health staff and resources are consolidated and shared such that cross-jurisdiction services, investigations, enforcement and data reporting may be carried out and the public health and safety of the communities may be better protected.

State-to-Community Mutual Aid

MEMA is authorized to make available any equipment, services, or facilities owned or organized by the Commonwealth for use in the City of New Bedford, upon request by the Mayor, and appointed agents to include the Emergency Management Director, Fire Chief, or Police Chief when there is a declaration of an emergency by the Governor that includes the City. Furthermore, MEMA is authorized to reinforce emergency management agencies in areas stricken by emergencies or disasters. New Bedford can also request assistance even if a declaration or State of Emergency isn't declared.

Massachusetts has entered into agreements with the New England states and Canadian provinces to rapidly access resources for both notice and non-notice events, including:

- New England State Police Compact (NESPC) provides mutual aid and assistance in the event of police emergencies, and to provide for the powers, duties, rights, privileges, and immunities of police personnel when rendering such aid.
- Northeastern Forest Fire Protection Compact (NFFPC) provides the means for member states and provinces to cope with fires that might be beyond the capabilities of a single member through information, technology, and resource sharing.

Other Mutual Aid Agreements

New Bedford can also receive assistance through the Commonwealth's participation in broader interstate and international mutual aid compacts:

- The Emergency Management Assistance Compact (EMAC) is an interstate mutual aid agreement that covers all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. The National Emergency Management Association (NEMA) provides administrative support for EMAC. EMAC acts as a complement to the federal disaster response system and may be used in lieu of or in conjunction with federal assistance. The City, through Massachusetts, may receive assistance via EMAC after a state of emergency is declared when resources are not available in the Commonwealth.
- The International Emergency Management Assistance Compact (IEMAC) is a mutual aid compact which covers the six New England states as well as the Canadian provinces of Quebec, New Brunswick, Prince Edward Island, Nova Scotia, and Newfoundland. IEMAC operates under the same principles as the EMAC, save that the governor of an affected member state does not need to declare a state of emergency before requesting resources through IEMAC.

New Bedford Emergency Medical Services Department also maintains mutual aid agreements for ambulatory services that cover EMT basic level emergency medical assistance/911 response to higher level of care response requiring a paramedic with the following:

- South Coast Ambulance
- Alert Ambulance
- Brewster Ambulance
- STAT Ambulance Service of New England