



Robert J Jefferson
Fire Chief

Arlington Fire Department Town of Arlington

Administrative Office
411 Massachusetts Ave, Arlington, MA 02474
Phone: (781) 316-3801 Fax: (781) 316-3808
Email: rjefferson@town.arlington.ma.us

Memo to: Adam Chapdelaine, Town Manager
From: Robert J Jefferson, Fire Chief 
Date: October 26, 2017
Subject: Arlington Emergency Preparedness

Per the request of the Board of Selectmen, I present the following information in regards to the Town's Emergency Preparedness, Emergency Management and the Incident Command System:

The Town is prepared to respond on a daily basis to all emergencies or incidents whether manmade or natural disasters based on the training of all our Town Departments. Whether it is a fire, police incident, storm, gas leak, health emergency, etc the appropriate Town Departments will respond and mitigate those incidents. It is the larger and long duration incidents that will activate our Emergency Management Team to respond. Through training, meetings and the Incident Command System the EM Team will formulate a plan and respond using Town resources and external resources to mitigate hazards and other issues. Each incident will determine the needed resources as well as who should serve as the Incident Commander, IC, for a specific incident. As Emergency Management Director, EMD, I would serve as the Incident Commander under many situations but based on the nature of the incident, it would be proper to appoint the professional for that particular incident as IC. Here is an outline of the ICS, its functions and purpose:

- Incident Command System, ICS - ICS establishes a command structure, has unified command, organizes resources and uses common terminology for all incidents. The purpose is to have an Incident Commander, IC and for all directives to be channeled through the chain of command. It limits the Span of Control to manageable groups and specific task. It allows for Unified Command so that multiple agencies and jurisdictions function under the same system. It organizes resources and set up a command structure that will function from the beginning of an incident until final operations are complete. (see attached template)
- Personnel Resources that are available are both internal; Town, and external; private, regional, state and federal. Each incident will dictate the need for resources. Local resources will be deployed depending on the type of incident and its needs. A single resource may be able to mitigate an incident or it may require several Town agencies to mitigate an incident. These agencies will work together under the ICS to establish roles, form a strategy and assign task. Examples of internal resources are, but not limited to:
 1. Fire Department
 2. Police Department
 3. Department of Public Works
 4. Board of Health

Arlington Fire Fighters...The Right Response, On Time, Every Time

5. IT/GIS Departments
6. Facilities
7. Schools
8. Town Manager's Office
9. Council on Aging
10. MRC – Medical Reserve Corp
11. AEMA – Arlington Emergency Management Agency/CERT

Incidents that require specialized units and/or additional resources may request additional internal resources and/or external resources. Examples of external resources are, but not limited to:

1. MEMA – Massachusetts Emergency Management Agency
 2. FEMA – Federal Emergency Management Agency
 3. REPC – Regional Emergency Planning Committee
 4. Regional Haz Mat Team
 5. NEMLEC – North East Massachusetts Law Enforcement Council
 6. NERAC – Northeast Regional Advisory Council - Homeland Security
 7. Massachusetts Department of Public Health
 8. Eversource
 9. National Grid
 10. Red Cross
 11. MBTA
 12. MWRA
 13. DEP/EPA
- Physical Resources – There are both Town and Regional physical/material resources available. Depending on the incident the physical resources may be as simple as a piece of Arlington Fire equipment, an Arlington Police unit or a Town plow. Larger incidents may require regional task force, mutual aid agreements, state and federal response teams. Agreements and training are in place to request and deploy resources as needed. There can be limitations when an incident is spread out of multiple communities and/or states. During these situations resources become less available and each community may need to manage with local resources. This happens quite often during hurricanes, snow storms and other natural disasters.
 - Common Terminology allows for all responding units to communicate using like terms and descriptions. When Command is established all responding units are assigned a designation and location. This allows for flow and transfer of communications to be universal and understood by all at the incident.
 - EOC – Emergency Operations Center – The Town's Emergency Operations Center is in the Police Station. There is also a back-up or second EOC in the Headquarters Fire Station. This was set up several years ago when construction was done on Fire Headquarters and was the main EOC while the Police Station was under construction. This will allow us redundancy in the event we need to utilize two sites. The EOC is activated when there is a need for a central location for the Local Emergency, LEPC duration an event. Usually the EOC is activated by the EMD and should remain open while there is an active incident and a need for the LEPC to assemble. As the incident whines down the personnel at the EOC will be dismissed until the incident is mitigated and then the EOC will be deactivated.
 - Sheltering – The Town has multiple locations for setting up a shelter. The need and location of the shelter will be based on the incident and availability of the type of needed shelter. This decision will be made prior to or at the time of the incident. It cannot be determined ahead of time which shelter would be opened because the need or availability can be dictated by the incident. Factors such as loss of power, weather conditions, proximity to an incident and duration for the shelter will all be evaluated when a shelter would be opened. There is also the

Arlington Fire Fighters... The Right Response, On Time, Every Time

option of using regional shelters in other communities set up by agencies such as MEMA or the Red Cross to relocate people. This allows for more resources that may have better capacity or facilities than the Town could provide.

The Town's Emergency Response teams and Local Emergency Planning Committee train and plan to respond to any type of emergency. The Town's Webmaster/PIO informs the public about the need and ways to be prepared. The Town post information and links through mediums such as news agencies, Town website, Town Alerts, Code Red reverse calling and social media for the public to be informed. With all this training, information and preparing the Town still has limited personnel and resources to respond to major incidents or disasters. It is incumbent upon the public to take steps to best prepare themselves in the event of an emergency. The simple things that we were all told years ago still hold true. Have food and water supplies, have batteries and candles, charge all your electronics prior to an event, have a plan of where you could go if you need to leave your home, and rely on family and friends to help out. Be prepared, be informed, stay safe.

Arlington Fire Fighters...The Right Response, On Time, Every Time

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		
3. Organization Chart			
Incident Commander Liaison Officer Safety Officer Public Information Officer			
Operations Section Chief Staging Area Manager Planning Section Chief Resource Unit Ldr. Situation Unit Ldr. Documentation Unit Ldr. Demobilization Unit Ldr. Logistics Section Chief Support Branch Dir. Supply Unit Ldr. Facilities Unit Ldr. Ground Spt. Unit Ldr. Finance/Admin Section Chief Services Branch Dir. Comm. Unit Ldr. Medical Unit Ldr. Food Unit Ldr.			
ICS 207	IAP Page	4. Prepared by: Name: _____	Position/Title: _____ Signature: _____ Date/Time: _____