

**HUBBARDSTON SELECT BOARD NOTICE OF MEETING
December 6, 2022**

Notice is given as per the provisions of MGL Chapter 4, Section 27 that the Select Board of the Town of Hubbardston, Massachusetts, will convene a meeting at 6:30 p.m. December 6, 2022 at the Slade Building, 7 Main Street, Hubbardston, MA 01452 there and then to act on the following agenda:

- i. Convene
- ii. Open Finance Committee Meeting
- iii. Open Session
- iv. Announcements

New Business

- v. Dr.Muir From QRSD
- vi. Finance Committee – JOINT MEETING – FY24 Budget goals

Minutes and Consent Agenda

Item	Action
Minutes	Approval of Minutes: October 11, 2022 October 15, 2022 November 21, 2022 November 21, 2022 Executive Session
Appointment	Susan Breagy to COA Board Until 6/30/2023
Wage Authorization	Department of Public Works Rate Changes: Dan Bentley Zach Longeill

Old Business

- vii. COOP PLAN – Review and possible approval of updated COOP Plan

Town Administrator Report

Policies to review

Matters not reasonably anticipated by the Chair

Public/Press Questions

***Executive Session:** M.G.L c.30A, Sec 21(a) 3: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body. Tom Daoust – Graylock Confidential*

Adjournment



Office of the Town Administrator

December 5, 2022

Honorable Hubbardston Select Board
7 Main Street #3
Hubbardston, MA 01452

Dear Hubbardston Select Board,

As our budget goals discussion is being held so early in my tenure, I did not find it appropriate to submit a list of recommendations for the Fiscal Year 2024 budget season. However, I wanted to guide discussions toward adopting goals to assist departments in preparing their budget documents. All suggestions are in adherence with the [Town of Hubbardston Financial Policies](#).

As the Town remains committed to meeting debt requirements, capital expenditure, and savings goals to maintain services and protect the Town's bond rating. I am suggesting the following be discussed as FY24 budget goals.

- As we are in a period of sizeable transition, I propose asking Department Heads to submit FY22 Department Achievements, FY23 Goals/Initiatives, and a department organizational chart as part of their budget packet.
- All non-personnel line items shall be level funded from FY23, where applicable. This is not ideal; however, we must focus on providing the highest level of service while keeping the overall budget in mind. It is understood that many increases are contractual or necessary. Filers shall justify anything requested above level-funding in writing.
- FY24 personnel line items shall include a 2% COLA for Non-union and Non-contracted employees equal to that of union employees. If additional funds are sought, filers are encouraged to include organizational staffing proposals or comments on specific employee merit. Further increases will be evaluated during the budget season if feasible.
- Continue with the municipality's focus on facilities and road repair.
- Commit to meeting debt, capital expenditure, and savings goals to maintain town services and protect the Town's bond rating.

I look forward to working with the entire Hubbardston team towards our first successful budget season together and discussing your goals and priorities on Tuesday. If you have any additional suggestions or want to discuss this further, please reach out at any time.

Thank you,

A handwritten signature in black ink, appearing to read 'N. R. B.', with a stylized flourish at the end.

Nathan R. Boudreau, MPA

Town Administrator



SELECT BOARD MEETING MINUTES
October 11, 2022
SLADE BUILDING

Attendance:

Members Present: Jeff Williams – Chair, Katie Young – Vice Chair, Peter Walker–Member, Kris Pareago – Member, Heather Munroe- Clerk (via phone)

Staff Present: Sandra Nason – Interim TA, Mark Kresge – Planning Board Clerk, Scott Janssens

Members absent:

Additional Attendees:

Session opened at: 6:03 PM, Meeting being digitally recorded.

Open Session : No one here for open session.

Announcements: Nonesuch night was this past Saturday. It was well attended, the food trucks did well and the band was great. There were quite a few people who stayed the whole night and watched the movie despite it being so cold.

Friday October 14th there will be a showing of the video Two Grannies on the Road made at the Evangelical Church at 7:00 p.m. This event is free.

Sunday, October 16th, the Harvest Breakfast from 8:00 – 11:00 am at the Rod and Gun Club.

Minutes and Consent Agenda: None

New Business:

Interim TA Nason stated that Vice Chair Young noticed that there was a misprint on the warrant as it did not state the Town was going to use some of it's Free Cash so Interim TA amended that and it is now correct.

Sign Warrant for Special Town Meeting:

Motion made to open the warrant for the Special Town Meeting on Wednesday October 26th, 2022 presented by K. Young. 2nd by K. Pareago. Discussion: None. All in favor. Yes – 4, No – 0. Motion Passes.

Clerk Heather Munroe joined in by phone.

Motion to approve the warrant presented by K. Young. 2nd by K. Pareago. Discussion: None. All in favor. Yes – 5, No – 0. Motion Passes.

Motion made to close the warrant presented by K. Young. 2nd by K. Pareago. Discussion: None. All in favor. Yes – 5, No – 0. Motion Passes.

OLD BUSINESS: None

TA REPORT: None

Policies to Review: None

Matters not reasonably anticipated by the Chair: Member Pareago asked where the budget from Keep Hubbardston Beautiful was going to be coming from. Interim TA Nason stated it would have come from the Select Board supplies budget.

Public/Press Questions:

Motion made to enter into Executive Session Executive Session pursuant to G.L. Chapter 30A, Section 21(a) purpose 3: “To discuss strategy with respect to ...litigation if an open meeting may have detrimental effect on thelitigating position of the public body and the chair so declares:” The Select Board and Zoning Board of Appeals will jointly discuss the following appeals: Vertex Tower, LLC v ZBA, Worcester, Superior Court C.A. No. 2285CV01079 (Vertex seeks constructive approval of variance to access cell tower site via Brigham St.) and Vertex Tower, LLC v. Town. USDC No. 22CV11551ADB (Vertex appeals ZBA denial of variance under Telecommunications ACT):

Executive Session: MGL CH 30A, SEC 21 (a)(1) To discuss, deliberate and take appropriate action in response to an Open Meeting Law Complaint filed against the Select Board, received from Jill Mann 10/5/2022.

Executive Session: To approve and release Executive Session Minutes from September 19, 2022 to Jill Mann. Presented by K. Young. 2nd P. Walker. Roll Call Vote: P.Walker – Yes, K. Pareago – Yes, K. Young – Yes, J. Williams – Yes. All in favor. Motion Passes

Respectfully Submitted by:

Toni Walker
Executive Assistant



SELECT BOARD MEETING MINUTES
October 15, 2022
SLADE BUILDING

Attendance:

Members Present: Jeff Williams – Chair, Katie Young – Vice Chair, Peter Walker–Member, Kris Pareago – Member, Heather Munroe- Clerk

Staff Present: Sandra Nason – Interim TA, Toni Walker – Executive Assistant

Members absent:

Additional Attendees: Buzz Stapczynski – MRI, Deb Chamberlain, Mel Shaughnessy, Mike Stoll

Session opened at: 9:01 AM

Open Session : None

Announcements: None

Minutes and Consent Agenda: None

New Business:

Buzz Stapczynski thanked the Search Committee for all their work and explained to the Select Board the process of how the two candidates got here to the final interviews. The Select Board asked questions regarding what could and could not be asked of the candidates. Each Board member chose three questions which they would ask both candidates for total of 15 questions not including follow up questions.

Nathan Boudreau was the first candidate to be interviewed at 9:30 am. Chair Williams asked Mr. Boudreau to tell the board a little about himself. Mr. Boudreau gave a brief background of himself, hobbies, likes etc.

Mr. Boudreau then spoke about the need for long term goals to keep the town going on the right trajectory and spoke of the need for continued transparency. Mr. Boudreau did his homework and spoke about the problems the Town is having with the budget and spoke about the need for a new relationship with the school and would look for ways to have stability and sustainability for the Town moving forward. He also spoke about the Town Center Project and how this will pay for itself in the future. Mr. Boudreau also stated he is familiar with the Marijuana facilities in town and has an understanding about the Community Host Agreements.

When asked about his experience, he states that he has experience in a lot of different areas. He has worked with some amazing managers and has learned a lot of what to and not to do based on watching the effectiveness of what they did. He would like to build on the infrastructure that is already in place.

Mr. Boudreau feels that he communicates well and he is an open book. He would like to maintain the open door policy if he is chosen as Town Administrator. He does have MCPPO certification. Mr. Boudreau is looking to stay somewhere for a good amount of time. He is not interested in jumping around. Mr. Boudreau stated if he is chosen that he would be very communicative with weekly email correspondence. He has written grants and would look for grants to help the town. He would go to businesses in the community and meet with them and make sure there is open communication with them. Mr. Boudreau did give the Select Board a plan for his first 100 days as Town Administrator if he were selected. He also feels that it is important to highlight the work of the employees and volunteers which is a big part of what keeps this town going.

Mr. Boudreau did answer the questions that the Select Board asked to their satisfaction. The Board thanked him for coming in and meeting with them.

Kevin Flynn was the next candidate at 10:30. Chair Williams asked Mr. Flynn to tell the board a little about himself. Mr. Flynn gave a brief background of himself, hobbies, likes, etc.

Mr. Flynn then spoke about how he places an emphasis on customer service. The employees should be easily accessible, do more than what people expect and to have transparency. Mr. Flynn stated that when he read what the town is seeking in a candidate, he feels his experience and skills match those. He has written grants.

Mr. Flynn stated that financial problems in the town can lead to employee morale problems and stability within the town. He spoke about the possibility of selling off surplus assets as well as regionalization to try to save some money as well as grants to use "other people's money" to help with town finances.

Mr. Flynn said he would like to stay somewhere for the next 5-10 years. He was looking into the STAM Certification and stated he needs to renew his MCPPO. Mr. Flynn stated if he were selected as Town Administrator, he would work on the relationship between the town and school by meeting with the school superintendent.

Mr. Flynn answered the questions that the Select Board asked to their satisfaction. The Board thanked him for coming in to meet with them.

The Select Board took at 10 minute break.

The Select Board reconvened at 12:15 p.m.

Chair Williams asked the Select Board how they felt about the interviews. The Select Board stated that they felt they had two good candidates. Chair Williams said they both were very qualified and could both bring different things to the table.

Vice Chair Young stated she feels the town needs stability with a new Town Administrator and feels both would give that to the Town but feels that Mr. Boudreau would bring that with his enthusiasm . Member Pareago stated that both are qualified and feels that Mr. Boudreau, although not a current Town Administrator, could be helped by an experienced Board and staff members. Member Walker also stated that Mr. Boudreau brings a new perspective to this position considering the different positions he has held. Clerk Munroe also agreed that she felt Mr. Boudreau is what the town needs right now. There was no hesitation with the Board to move forward to select one of these two candidates. After further discussion, the Board agreed that they would like to offer Nathan Boudreau the position of Town Administrator.

Motion to authorize Municipal Resources, Inc to reach out to Nathan Boudreau to offer him the position of Town Administrator pending successful background check, Cori check and contract negotiations presented by H. Munroe. 2nd K. Young. Discussion: None. All in favor. Yes – 5, No – 0. Motion Passed.

OLD BUSINESS: None

TA REPORT: None

Policies to Review: None

Matters not reasonably anticipated by the Chair:

Public/Press Questions:

Motion to adjourn at 12:52 p.m presented by H. Munroe. 2nd K. Young. Discussion: None. All in favor. Yes – 5, No – 0. Motion passes.

Respectfully Submitted by:

Toni Walker
Executive Assistant



**SELECT BOARD MEETING MINUTES
November 21, 2022
SLADE BUILDING**

Attendance:

Members Present: Jeff Williams – Chair, Katie Young – Vice Chair, Peter Walker–Member, Kris Pareago – Member, Heather Munroe- Clerk

Staff Present: Sandra Nason – Interim TA, Nathan Boudreau- Incoming Town Administrator, Chief Couture

Members absent:

Additional Attendees: George Bourgault, Al Afonso, Rob Heckman

Session opened at: 6:30 pm and Chair Williams welcomed new Town Administrator Nathan Boudreau.

Open Session : None

Announcements: This past Saturday at 2:00 pm the Senior Center had their Thanksgiving dinner. The Girl Scout's helped serve. It was very well attended and everyone appreciated this event. On Sunday, there was a local Thanksgiving Farmer's Market and it also was well attended.

The Light Fight entries are due on November 29th. Applications are on the town website and were also sent home with the kids from Hubbardston Center School. This event takes place the first three weekends in December.

The tree lighting is this Sunday at 5:00 pm. Santa will be there and cocoa will be served.

Holiday Fair will be on December 3 from 9:00 am – 3:00 pm at the Senior Center

There is a free Holiday Concert at the Congregational Church on December 10 at 5:30 pm.

Brunch with Santa on December 10 at Hubbardston Center School will be from 10:00am – 2:00 pm. There will be crafts and plenty of food. It will be \$10.00 per family cover fee.

Minutes and Consent Agenda: Minutes for August 22, 2022 and October 3, 2022, resignation of Board of Health/Building Clerk, Waiving the waiting period for the wage authorization for Shaun Seiquist and appointment for Maria Tourigny to Affordable Housing, Melissa Kaul to Cultural Committee as an alternate, Danielle Arakelien to Affordable Housing as CPA ex-officio, Josh Lerner to Affordable Housing as Finance ex-officio. Jocelyn Ewert to the Economic Development Committee. Chair Williams asked if there were any questions or if anyone wanted to place anything on hold. Clerk Munroe asked what the

terms were for these appointments. Vice Chair Young stated that they are all one year appointments which would expire on June 30, 2023.

Motion made to accept the Consent Agenda with unanimous consent for the minutes of August 22 and October 3, resignation of the BOH clerk Gabbie Walker, approving wage authorization for part time police officer Shaun Siequist and appointment for one year of Maria Tourigny to Affordable Housing Committee. Melissa Kaul to Cultural Committee as an alternate until June 2023, Danielle Arakelien to Affordable Housing as CPA ex-officio, Josh Lerner to Affordable Housing as Finance ex-officio. Jocelyn Ewert to the Economic Development Committee, all one year appointments by P.Walker, 2nd by K. Young. Discussion: Member Pareago asked if this needs to be broken up as Clerk Munroe wasn't here for one of the minute dates. Chair Williams stated she could abstain. All in favor: Yes – 4, No – 0, Abstain – 1 (H. Munroe).

New Business:

License Renewals: The Board needs to approve the license renewals and then sign the licenses. Clerk Munroe asked if all the paperwork has been submitted, all fees paid and if they are all up to date on their taxes and if the inspections by the fire department have been done. Interim TA Nason stated that everything has been submitted and paid as well as inspected.

Motion made to approve all of the various licenses presented for the calendar year 2023 with the exception of AAA Today license for their Class 2 Auto License by H. Munroe, 2nd K. Young. Discussion: None. All in favor: Yes – 5, No – 0. Motion Passed.

Tax Classification Hearing: George Bourgault came before the Select Board to discuss setting the tax rate. On behalf of the Assessors, they are making a recommendation for a shift factor of one and recommend a single tax rate for the Town of Hubbardston. It proves to be more equitable and encourages business growth.

Mr. Bourgault informed the Select Board that he would be retiring and that Robert Heckman would be taking over for him. Mr. Bourgault will be staying on as a consultant for the time being. Mr. Heckman then spoke to the Select Board and told them a little about himself. The Select Board welcomed Mr. Heckman and proceeded with the Tax Hearing.

The Hubbardston Select Board votes in accordance with M.G.L. Ch. 40, Sec. 56, as amended, the percentage of local tax levy which will be borne by each class of real and personal property, relative to setting the Fiscal Year 2023 tax rates and set the Residential Factor a 1.0, with a corresponding CIP shift of 1.0, pending approval of the town's annual tax recap by the Massachusetts Department of Revenue.

Motion to approve one tax rate for all properties for the next fiscal year by K.Young. 2nd K. Pareago. All in favor. Yes – 5, No – 0. Motion Passes.

Capital Improvement Planning Commission Committee Member - Interim TA Nason stated the Capital Improvement Planning Commission is down to three members with Mike Stauder's resignation earlier this fall. The way the committee is currently set up, it is one Finance Committee Member, one Planning Board Member, and the rest are members at large in the community. Francois Steiger will be out of the country for most of December and that is when the CIPC has most of its meetings. The CIPC asked the Select Board if they would like to have a member from the Select Board on this committee to have a quorum and be able to participate in the discussion since Mr. Steiger will not be available. Vice Chair Young stated that the Town needs to post all the positions available for the Town Committees and see if there are community members willing to join a committee. The Select Board discussed having the Planning Board put another member on the CIPC until Mr. Steiger comes back. Interim TA Nason will let the CIPC know that the Select Board cannot put one of their members on the CIPC.

Discuss Hiring Process for a Police Chief- Interim TA Nason began with presenting the Select Board with three options for the hiring process. The job can be posted internally with the current Police Department. There could be a search committee put together with 5-7 members. The last option is to hire an outside firm to do the hiring. There was discussion regarding which option would be best. Vice Chair Young stated that she would be happy going with a search committee. Member Walker stated that he is a huge advocate of hiring from within if possible. Member Pareago stated that the Select Board is being transparent with this decision. Some members of the Select Board stated they have been voted in by the towns people to make these decisions. Clerk Munroe stated she's an advocate for a search committee.

Motion made to establish a search committee for the Police Chief position by H. Munroe. 2nd K. Young. Discussion: None. All in favor: Yes – 2, No – 3. Motion does NOT pass.

Discussion ensued regarding what the best option would be and each member of the board let them know which way they were leaning. Clerk Munroe asked if this discussion could be tabled until another meeting to discuss this further.

Motion made to post the position of Police Chief internally to the Hubbardston Police Department by K. Pareago. 2nd by P. Walker. Discussion: Clerk Munroe stated she'd like to go back on the record stating she feels that the Select Board should have a Search Committee formed and go through the process and K. Young stated she agreed with Clerk Munroe. Chair Williams asked if we could table this for a couple weeks so that the Select Board can have some time to think about this some more. Vice Chair Young stated that we could always vote on this again at another meeting. All in favor: Yes- 1, No – 4. Motion does NOT pass.

Motion made to table this discussion until the Select Board meeting in December 20th by H. Munroe. 2nd K. Young. Discussion: H. Munroe stated she's just tabling the discussion until December 20th. Motion made to call the discussion. All in favor: Yes – 4, No – 1, motion passes. The Select Board is now back to the motion about tabling this discussion. All in favor: Yes – 4, No – 1. Motion passes.

OLD BUSINESS:

ARPA Discussion: Based on the version that Clerk Munroe had put together, she discussed what was asked of by the different businesses and what was already approved. There was discussion regarding how much money is left to be able to divide between those businesses which are left. There is money which will be coming back from a couple projects that are almost complete but came in under budget. Since they aren't complete yet, there is no way to get the correct amount which can be distributed. Also, there are funds sitting in the bank from the Town Center project for the easements. Residents have not turned in their paperwork and some mortgage companies have not responded. The money which was put aside to pay for the easements is still waiting to be distributed as well. Because the Select Board does not have all the numbers it was suggested to table this discussion for a couple meetings until more information can be collected.

Motion made to table the ARPA discussion until the December 20th meeting when there is a recalculated balance remaining of ARPA funds by K. Pareago. 2nd H. Munroe. Discussion: None. All in favor. Yes – 5, No – 0. Motion Passes.

TA REPORT: Interim TA Nason had the first report back from DEP regarding lot 57 on Pitcherville Road and there was no ground water contamination. Tier 2 is now in the process and they will do more testing and another report will be forthcoming. Howard Dono and Associates were finally able to appraise the property located at 60 Gardner Road which the town was doing a feasibility study on. Interim TA Nason also received notification from the insurance company that audits payroll records and they have found that everything was fine and our worker's comp insurance was reduced by approximately \$2,000 and the town will get a refund from that. There is a position available for the Board of Health/Building again and the Board would like to have an exit interview write up and give it to them at the next meeting. Interim TA Nason thanked the Select Board for their support while she was interim and was appreciative of all they helped her through. The Select Board thanked her for all she's done to help this Town.

Policies to Review: None

Matters not reasonably anticipated by the Chair: Chair Williams thanked Interim TA Nason again for all she's done. She's faced incredible things while in this position that no one could have expected and she has done a phenomenal job with all of that. Chair Williams said she is a very valued member of the staff.

Member Pareago asked about the clock on the Hubbardston Center School belfry still not working. Interim TA Nason reached out to Kevin Clark at Quabbin Regional School District to see why the clock wasn't working. Mr. Clark said he would look into it and get back to her and she hasn't heard from him yet.

Public/Press Questions:

**TOWN OF HUBBARDSTON
PERSONNEL AUTHORIZATION FORM**

Employee Status:

- New Employee
- Current Employee - Annual or Six-Month Rate Change
- Current Employee - Change in Position or Pay Rate
- Current Employee - Contractual Wage Change
- Employee Termination

Employee Name: Dan Bentley

Effective Date: 11/30/2022 Department: DPW

Employee's Anniversary Date (Date of Original Hire by Town: **5/31/2022**)

Wage Rate: **\$20.68**

New Wage Rate: **\$ 21.75**

Check applicable category:

- If New Employee, copy of Offer of Employment Letter is attached for Town Administrator approval.
- If Current Employee, Probationary Period has been completed satisfactorily. (Performance Review Attached)
- If Change in Position or Pay for Current Employee, Wage Verification Letter is attached for Town Administrator approval.
- If employee is terminated, please state reason: _____

Department Head/Board Chairperson verifies that there are sufficient funds in department/board appropriation to fund this wage level.

Travis Brown
Name of Department Head/Board Chairperson:

Signature of Department Head/Board Chairperson 11/30/2022
Date

Town Administrator Approval
1. [Signature] Date: 11/29/22

BOARD OF SELECTMEN NOTIFIED ON:

Distribution: Original to Personnel; Copy to to Requesting Dept./Board; Town Accountant; Treasurer

**TOWN OF HUBBARDSTON
WAGE AUTHORIZATION FORM**

Employee Status:

- New Employee
- Current Employee - Annual or Six-Month Rate Change
- Current Employee - Change in Position or Pay Rate
- Current Employee - Contractual Wage Change

Employee Name: Zach Longeill

Department: **DPW Full time**

Employee's Anniversary Date (Date of Original Hire by Town): **Nov .29, 2021**

Current Wage Rate: **\$ 21.32**

New Wage Rate: **\$23.11**

Effective Date: **Nov.29, 2022**

Check applicable category:

If New Employee, copy of Offer of Employment Letter is attached for Town Administrator approval.

- If Current Employee, Probationary Period has been completed satisfactorily. (Performance Review Attached)
- If Change in Position or Pay for Current Employee, Wage Verification Letter is attached for Town Administrator approval.

Department Head/Board Chairperson verifies that there are sufficient funds in department/board appropriation to fund this wage level.

Travis Brown

Name of Department Head/Board Chairperson:



Signature of Department Head/Board Chairperson

Nov.29, 2022

Date

Town Administrator Approval

1.



Date: 11/29/22

BOARD OF SELECTMEN NOTIFIED ON _____ DATE

Distribution: Original to Personnel; Copy to to Requesting Dept./Board; Town Accountant; Treasurer

Continuity of Operations (COOP) Plan

**Town of Hubbardston
7-A Main Street
Hubbardston, Ma. 01452**



FOREWORD

Local Town governments have an ethical responsibility to ensure the safety of their town. They also have a legal obligation to operate in a prudent and efficient manner, even during an impending threat or following a disaster.

A Continuity Of Operations Plan (COOP) identifies critical organizational functions which must continue when normal operations are, or may be disrupted, and provides a framework for the continued operation of essential town functions under all threats and conditions.

This document focuses on the basic COOP elements: essential functions, critical systems, alternative facilities, orders of succession, delegations of authority, and vital records. Development of procedures that address the basic COOP elements and work in concert with business continuity and disaster recovery plans allows for uninterrupted delivery of the Town's essential functions.

DEFINITION

Continuity of Operation Plan is a management plan that establishes procedures to maintain essential functions, and respond to and recover from the effects of a wide range of emergencies which may disrupt normal government operations. A COOP will guide a community to ensure that the essential functions of the Town of Hubbardston will continue during a large scale disaster or pandemic illness.

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

To ensure that the Town can:

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

CONFIDENTIALITY STATEMENT

This document, along with subsidiary plans and supporting documents, contains confidential information, is for official use only, and is not to be released outside of the Town of Hubbardston, Massachusetts without prior approval of the Select Board of Hubbardston, Massachusetts. These documents may be exempt from disclosure under Exemption to the Massachusetts Public Records Law, which applies to:

records, including, but not limited to, blueprints, plans, policies, procedures and schematic drawings, which relate to internal layout and structural elements, security measures, emergency preparedness, threat or vulnerability assessments, or any other records relating to the security or safety of persons or buildings, structures, facilities, utilities, transportation, cyber security or other infrastructure located within the commonwealth, the disclosure of which, in the reasonable judgment of the record custodian, subject to review by the supervisor of public records under subsection (c) of section 10 of chapter 66, is likely to jeopardize public safety or cyber security.

DRAFT

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• Introduction

The Town of Hubbardston, Massachusetts is 42 square miles with 88 miles of road and has a population of 4,642. It sits in north Worcester County offering residents a rural feel. Demographics of the town are the following: As of the Census of 2010, there were 4,382 people, 1,566 households, and 1,229 families residing in the Hubbardston. The population density was 104 people per square mile. There were 1,662 housing units at an average density of 40/sq mi. The racial makeup of the town was:

- 97.4% White,
- 0.6% Black or African American,
- 0.5% Asian,
- 1.4% Hispanic or Latino

Total Population for the Town of Hubbardston is 4,382:

- Total Male Population 2,189
- Total Female Population 2,193
- Under 5 years of age 211
- 5 years to 17 years 488
- 18 years and over 3,272
- 65 years and over 411

Median age (years) 41.6

The average household size was 2.75 and the average family size was 3.15.

Source of information is the U.S Census Bureau American Fact Finder & Mass.gov

At Risk Populations

- 9.4% of population is 65 years of age or older: 411.
- There is a small number of residents who do not speak English.
- There are families that use American Sign Language where the parents are dependent upon their children for translation assistance.

▪ Purpose

Massachusetts Executive Order No. 144, requires all Commonwealth agencies and local communities to prepare for emergencies and disasters. This document applies to the full spectrum of threats and emergencies that may affect the town of Hubbardston. Specifically, this Continuity Of Operations Plan (COOP) plan is based on a worst case scenario event that disrupts the town's essential functions forcing town departments to close for normal business activities. The most likely causes of such disruption are severe winter storms (i.e., ice or snow), widespread utility failure, multiple explosions, civil disturbance, or credible threats of actions that would preclude access to or use of town facilities. Under this scenario, the town offices are relocated with staff and needed resources to a remote facility identified as the Emergency Relocation Site (ERS).

The Hubbardston Continuity of Operations Plan provides a framework to ensure continued operation of essential functions for up to 30 days when an internal or external emergency impacts the town's facilities, systems, personnel, and/or operations. The COOP establishes a concept of operations, strategies, and tactics to accomplish the following objectives:

- Ensure that town can perform essential functions under all conditions.
- Successfully execute a timely and orderly recovery and reconstitution of essential functions by
 - Identifying key staff needed to continue essential functions.
 - Identifying and ensuring access to critical systems needed to support essential functions.
- Minimize disruptions to town essential functions and operations.
- Ensure that the town has an alternate facility where it can carry out its essential functions in the event its primary facility is unusable or inaccessible.
- Execute a successful order of succession with accompanying designated authorities should an incident render key leadership unable or incapable of assuming and performing their authorities and/or responsibilities.
- Identify and protect essential records and other essential assets in the event of an incident, and ensure they are accessible at alternate facilities.
- Establish a training and exercise cycle to regularly test and validate continuity of operations plans and procedures.

- **Applicability and Scope**

The COOP applies to the staff and facilities of Hubbardston during any emergency incident that impacts the day-to-day operations of the town. The COOP must be implemented no later than 12 hours after activation of the Plan and provide guidance to sustain essential operations for up to 30 days.

The Plan takes into account the full spectrum of threats, hazards and emergencies that may disrupt town's normal day-to-day operations by rendering one or more of its facilities and/or systems inoperable or inaccessible and requiring the town to relocate staff and resources from impacted locations(s) to a designated Alternate Facility or to utilize backup or redundant systems. Such emergencies could include but are not limited to storms, utility or infrastructure failures, cyber incidents, terrorism incidents, or credible security threats. In addition, the COOP addresses circumstances which may incapacitate key staff members or significant numbers of staff for a significant period of time, such as during an infectious disease outbreak. Such circumstances may not require a relocation of staff and resources, but may require the Agency to reassign staff and/or implement orders of succession to ensure the continued operation of its essential functions.

COOP is not an evacuation plan. While an emergency may require the evacuation of a facility with an Occupant Emergency Plan for that location. In the event of an evacuation of a facility, the COOP provides guidance on the deliberate and preplanned movement of designated staff to an alternate facility once evacuation of the facility is accomplished.

▪ **Authorities and References**

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed in **Annex A**.

▪ **Situation**

The Commonwealth of Massachusetts is vulnerable to a host of natural/technological hazards and deliberate acts as identified in the Massachusetts Hazard Identification and Risk Assessment (HIRA). The COOP addresses the following hazards that have the potential to disrupt its ability to continue to perform essential functions:

Natural Hazards	Deliberate Acts	Technological Hazards
Severe Winter Storm/Nor'easter	Cyber Incident	Infrastructure Failure
Inland Flooding	Terrorism	Nuclear Power Plant Event
Coastal Flooding		
Other Severe Weather		
Hurricane/Tropical Storm	Civil Unrest	Hazard Material Accident/Spills
Coastal Erosion	Chemical, Biological, Radiological, and Nuclear (CBRN) Incident	Major Air Crash
Tornado		Dam Failure
Extreme Temperatures		
Invasive Species		
Earthquake		
Wildfire		
Drought		
Landslide		
Tsunami		
Public Health Emergency		

Organized by highest frequency (estimated)

Any hazard identified in the HIRA could potentially cause circumstances in which normal operations are disrupted because of:

- Denial of access to a facility (such as damage to the building);
- Denial of service due to a reduced workforce (such as due to pandemic flu); and
- Denial of service due to equipment or systems failure (such as IT systems failure).

• **Concept of Operations**

A COOP plan must be maintained at a high level of preparedness and be ready to be implemented without significant prior warning. It should be implemented fully no later than 12 hours after activation and provide guidance to sustain operations for up to 30 days. This COOP plan is to provide for the

safety of town employees and facilitate the execution of the town's essential functions during any crisis or emergency in which one or more town locations are threatened or not accessible. Specific COOP Plan objectives include the following:

- Enable staff to perform essential functions to prepare for and respond to the full spectrum of possible threats or emergencies including terrorism, technological catastrophes, natural or manmade disasters, and other crises.
- Identify key principals and supporting staff who will relocate.
- Ensure that the Emergency Relocation Site (ERS) can support Emergency Relocation Group (ERG) operations.

- **Essential Functions**

Each essential function includes essential tasks that must be done to ensure the continuance of the essential function. Some essential functions of the Town are required by regulation/statutes. Below is a suggested list of essential functions by department.

Selectmen/Town Manager's Office/Human Resources/Purchasing

Declare emergencies

Authorize emergency expenditures

Represent Town and communicate with public and other jurisdictions

Provide legal support as needed for emergency response, including signing MOU and MAA to form cross jurisdictional Unified and Area Commands

Ensure the health and safety of all staff and volunteers

Provide resources, equipment, and supplies to maintain essential functions

Maintain vital records and databases

Board of Health

Ensure safe water, food, and shelter for all citizens

Maintain communicable disease surveillance and control

Initiate isolation and/or quarantine and disease prevention measures

Provide Risk Communication regarding the emergency and protecting the public

Investigate complaints and enforce laws and regulations that protect the Public Health

Cemetery and burial permits

Mass Medical and Medication Operations

Police Department

Maintain social order

Enforce laws and regulations that protect the public

Fire Department

Respond to emergency calls

Maintain equipment

Maintain Emergency Medical Response

Emergency Management Director

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

DPW

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

Inspector of Buildings

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

Tax Collector

Collect revenues

Town Accountant

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

Water/Sewer Department

Maintain safe operations
Respond to complaints
Respond to operational emergencies

Finance Committee

Authorize emergency expenditures
Track emergency-related expenses

Assessors

Maintain vital records and deeds
Set tax assessments and tax rates

Town Clerk

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

Conservation Commission

Respond to emergency environmental issues and complaints

Library, Planning Board, ZBA, others as needed

The level and manner of support needed to continue essential functions is dependent on the nature of an event. In an emergency, Town Departments may have to limit activities to only those essential functions that provide vital services to the community, maintain safe operations, and ensure the safety of elected and appointed officials, staff, and volunteers. Once sufficient personnel and resources are available normal operations can be resumed.

This plan describes the processes and procedures needed to support continuation of essential functions identified in the following table.

Priority	Department	Essential Functions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

- **COOP Planning Responsibilities**

- A. **Town Administrator**

- Provides overall policy direction, guidance, and objectives for COOP planning.
 - Provides policy direction, guidance, and objectives during an incident for the implementation of the COOP Plan.
 - Consults with and advises appropriate officials during implementation of the COOP Plan.
 - Serves as the principal Town representative to external parties and groups during implementation of the COOP Plan.

B. Emergency Management Director

- Serves as the Town COOP program point of contact.
- Coordinates implementation of the COOP Plan and initiates appropriate notifications inside and outside the Town during COOP Plan implementation.
- Coordinates the COOP Training, Testing, and Exercising Program.
- Aids ERG efforts at the ERS.
- Initiates recovery of Town, as part of reconstitution.

C. ERS Support Official

- Prepares site support plans to support the implementation of the COOP Plan to facilitate the smooth transition of direction and operations from the Town location(s) to the ERS.
- Provides for the proper storage of backup copies of vital records and other pre-positioned items.
- Designates personnel responsible to assist the arriving ERG Advance Team.
- Maintains a current roster of designated site support staff.
- Supports periodic coordination visits by Town offices.
- Keeps the Emergency Management Director informed of site vulnerabilities or changes in site resources that may impact the effective implementation of the COOP Plan.
- Requests an annual security risk assessment of the ERS by security staff to assist in ensuring COOP relocation site readiness.
- Coordinates appropriate billeting arrangements with the ERS, if appropriate, for employees who will not commute and need to remain overnight near the ERS.
- Conducts periodic coordination visits to the ERS.
- Participates in scheduled tests, training, and exercises.

D. Department Head

- Appoints a COOP point of contact for coordination and implementation of the COOP Plan.
- Keeps the Emergency Management Director informed of any changes in the designation of the office COOP point of contact.
- Identifies essential functions to be performed when any element of the Town is relocated as part of the COOP Plan.
- Identifies those functions that can be deferred or temporarily terminated in the event the COOP Plan is implemented.
- Maintains a current roster of office personnel designated as ERG members.
- Maintains current personnel emergency notification and relocation rosters.
- Prepares backup copies or updates of vital records.
- Ensures that the time and attendance function is represented on the ERG.
- Designates personnel to assist security officials in securing office equipment and files at Town locations when implementing the COOP Plan.
- Conducts periodic tests of the office telephone notification cascade(s).

E. Town Staff

- Review and understand the procedures for emergency evacuation of Town locations in the Occupant Emergency Plan.
- Review and understand responsibilities related to COOP support functions and performance of Town essential functions at a relocation site.
- Report to work to perform essential functions as detailed in this COOP plan or as requested.
- Provide current contact information to supervisors.

- **Contingency Staff Planning**

During any large scale emergency you may experience staffing shortages due to the length of the event or its effect on the community. In a pandemic, 40% of the population may become ill or during a natural disaster staff will be expected to care for their family needs first.

In any emergency that requires the Town to activate its COOP, it is important that the community is able to maintain essential functions and services. It may be that you will need to replace key staff members who normally take care of these essential functions. It is understood, that Towns with volunteer staff may be unable to meet the following recommendations. Furthermore, during an emergency, qualified people may not be available. Evaluate staffing levels and immediate and future needs and implement alternative staff options. Make the best plan you can.

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

- **ACTIVATION See Annex B**

An emergency, such as an explosion, fire, or hazardous materials incident, may require the evacuation of one or more town departments with little or no advance notice. Building evacuation, if required, is accomplished via implementation of Occupant Emergency Plans for each location. *This COOP Plan is not an evacuation plan*, rather, it provides for a deliberate and preplanned movement of selected principals and supporting staff to the ERS.

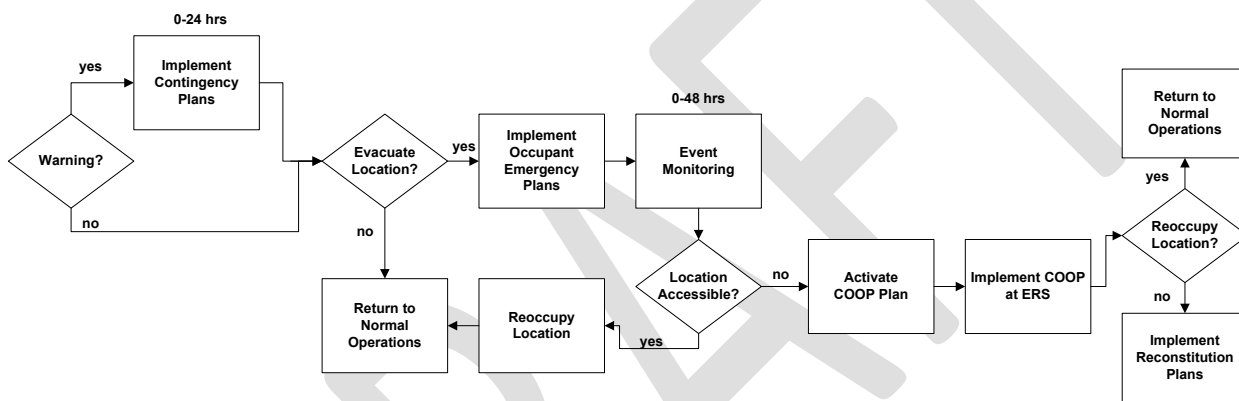
Following an incident so severe that one or more town departments are rendered unusable, or if such an event appears imminent, the Town Administrator instructs the Emergency Management Director COOP Plan. The Emergency Management Director deploys the appropriate members of the ERG.

• Phase I: Activation and Relocation

The extent to which an orderly alert and notification is possible depends on the amount of warning received, whether personnel are on duty at work or off duty at home or elsewhere, and, possibly, the extent of risk for personnel or departments.

1. Decision Process

Execution of this COOP plan focuses on continuing the town’s essential functions via the relocation of select personnel, ERS operations, and critical systems recovery. This COOP plan may be executed in several phases that are delimited by the time from warning dissemination and the activities being performed. Depicted below is the Town’s decision process.



Any disaster, whether natural, manmade, or technological, that adversely affects the Town’s ability to perform essential functions, requires activation of this plan.

2. Alert, Notification, and Implementation Process

Town staff will be contacted with alert and notification information using the following contact lists.

- Town of Hubbardston Emergency Contact List
- Employee Contact List
- MEMA Regional Office Contact Information

Note: Information and guidance for Town members is normally relayed by network messages, e-mail, or phone using existing emergency calling plans. All members of the Emergency Relocation Group (ERG) will be notified initially by phone; however, other staff members will be notified via network alerts and/or public address announcements, as appropriate.

Employees should listen for specific instructions and specifically for the words “Emergency Personnel.” All Town employees should remain either at their office or at home until specific guidance is received.

- **Leadership**

- i) Orders of Succession**

In the event of a vacancy in the position of Chairman of the Board of Selectmen, or the absence of the incumbent in this position, another individual serving in an acting capacity shall temporarily assume the duties of the position.

- Vice-Chairman of the Board of Selectmen
- Clerk of the Board of Selectmen
- Successor #3
- Successor #4

- ii) Delegations of Authority**

If key elected officials or staff are unavailable due to illness or absence for any reason, the Selectboard should consider delegating authority.

- Plan for and document these delegations of authority.
- Consider which authorities you may need to transfer, based on your essential functions list.
- Determine to which position the authority will be delegated .
- Plan to terminate the delegation of authority when the person is available to re-assume duties or after a specified period of time.
- Establish other limitations on the authority. For example, you may not want to delegate financial authority.

The designated successor retains all assigned obligations, duties, and responsibilities of the incumbent until officially relieved by an individual higher on the list of succession, or until an individual higher on the list of succession reassigns the responsibilities.

If a designated individual is unavailable, authority will pass to the next individual on the list.

Unavailable means that the designated person is:

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

Delegations of authority from the position of Town Administrator are established to ensure the ability of Town staff members to perform essential functions while remaining a viable part of the organization. Persons in the following positions, listed in order of precedence, are assigned continuity of operations responsibilities by the Town Administrator:

1. _____
2. _____
3. _____

Transition of Responsibilities to the Deployed ERG:

- Following arrival at the ERS, the Town Administrator, or designee, orders the cessation of operations at the affected Town location(s).
- The Emergency Management Director notifies other offices outside the affected area that Town operations have shifted to the ERS.
- The Emergency Management Director notifies Town clients that operations have shifted to the ERS.
- As appropriate, the Emergency Management Director, or designated representative, notifies vendors and other service providers that Town operations have been relocated temporarily and provides direction to either continue or temporarily suspend provision of service.

- **Phase II: Alternate Facility Operations**

If current Town offices are not available because of a flood, fire, or other threat, an alternate site for operations will need to be established. Alternative facilities (i.e., ERSs) must be capable of supporting operations in a threat-free environment in the event that essential functions and supporting staff are relocated to the site. A relocation site must have sufficient space and equipment to sustain operations for a period of up to 30 days. An ERS must also have the appropriate physical security and access controls.

Establish a meeting place (rallying point) outside of the Town offices in case they are unavailable (fire, flood, etc.) and make sure everyone knows about it.

Determine the location of the Emergency Relocation Site (ERS) for Town operations.. If needed, get a Memorandum of Understanding (MOU) that allows you to use the location in an emergency. Consider other community owned buildings located away from the current site. Consider a reciprocal agreement with a neighboring community to share space.

List required resources for the alternate site that will enable you to maintain your essential functions. List the location of these resources if they are not available onsite. Check these annually.

Consider the following when determining an Emergency Relocation Site:

Immediate capability to perform essential functions (within 12 hours)

Available for up to 30 days

Safe location (out of flood plain, away from hazardous sites, etc.)

Accessible year round, preferably in a central location

Sufficient space including a room that could be used for meetings

Appropriate equipment

Interoperable communications

Internet access, high speed if possible

Reliable services including the basics of electricity, heat, water, air conditioners, etc.

Health, safety, and well-being of staff and volunteers

Physical security and access control

Each department may need its own ERS location and plan.

The Emergency Management Director, conducts semiannual reviews of the space allocations with the ERS Support Official to ensure the adequacy of space and other resources.

1. Critical Systems

In general, the telecommunication and information system support provided at Town locations is available independently at the ERS. It is imperative that the Emergency Management Director ensures that unique or critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support organizations at the ERS. Town offices shall maintain all necessary and up-to-date files, computer software, and databases required to carry out essential functions.

System Name	Current Location	Other Locations

2. Vital Files, Records, and Databases

COOP Plan responsibility is to comply with the U.S. National Archives and Records Administration Code of Regulations, Subchapter B – Records Management, to ensure the protection and continuous availability of vital records. Vital records are documents, references, and records, regardless of media type, that are needed to support essential functions under the full spectrum of emergencies and disasters.

All vital records must be protected from damage or destruction. Town vital records are stored in a properly equipped, environmentally controlled facility that is secure but also accessible when needed for records retrieval. The Emergency Management Director is to make certain that databases and other references supporting the essential functions of the Town are prepositioned at each ERS, carried with deploying personnel, or available through a backup process.

Backup all vital records regularly and store backups off site.

Know the exact location of all vital records and their backup. Someone who is not familiar with Town operations may need to locate them quickly.

Consider keeping all vital COOP records together in one place.

If computer is password protected, ensure that more than one person knows how to obtain the files.

- **Phase III: Reconstitution**

Within hours of relocating to the ERS, the Emergency Management Director, with the approval of Federal, Commonwealth, and local law enforcement and emergency services, initiates operations to salvage, restore, and recover the Town location(s). These reconstitution efforts generally begin when the Town Administrator, or other authorized person, ascertains, in coordination with Federal, Commonwealth, and local authorities that the emergency situation has ended and is unlikely to recur. However, once the appropriate Town official determines that the emergency has ended; immediate reconstitution may not be practical. Depending on the situation, one of the following options should be considered for implementation:

- Continue to operate from the ERS.
- Begin an orderly return to Town locations and reconstitute from remaining Town offices or other resources
 - Begin to establish a reconstituted Town in some other facility.

- **Logistics**

A. Alternate Location

The Town has designated one primary Emergency Relocation Site (ERS) to support the Emergency Relocation Group (ERG) following an event that disables the infrastructure supporting Town activities that occur at town hall and/or department offices buildings. The ERS should be used when town hall and/or department offices buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Emergency Relocation Site Information	
Address	
Phone Number	
Relocation Site Official	
Directions	
Map	

B. Interoperable Communications

The success of Town operations at the Emergency Relocation Site (ERS) depends upon the availability and redundancy of significant communication systems to support connectivity to internal organizations, other agencies, critical customers, and the public. Interoperable communication should provide a capability to correspond with the Town’s essential functions, to communicate with other Federal agencies, State agencies, and local emergency support personnel, and to access other data and systems necessary to conduct all activities.

- **COOP Plan Maintenance**

A changing threat environment and recent events emphasize the need for COOP capabilities that enable the Town to continue its essential functions across a broad spectrum of emergencies. Federal Preparedness Circular (FPC) 66, in accordance with FPC 65, states that testing, training, and exercising of COOP capabilities are necessary to demonstrate and improve the ability of agencies to execute their essential functions. COOP Plan Maintenance

To maintain viable COOP capabilities, the Town is continually engaged in a process to designate essential functions and resources, define short- and long-term COOP goals and objectives, forecast budgetary requirements, anticipate and address issues and potential obstacles, and establish planning milestones. Following is a list of standardized list of activities necessary to monitor the dynamic elements of the Town COOP Plan and the frequency of their occurrence.

Activity	Tasks	Frequency
Plan update and certification	<ul style="list-style-type: none"> • Review entire plan for accuracy. • Incorporate lessons learned and changes in policy and philosophy. • Manage distribution. 	Annually
Maintain orders of succession and delegations of authority	<ul style="list-style-type: none"> • Identify current incumbents. • Update rosters and contact information. 	Semiannually
Maintain emergency relocation site readiness	<ul style="list-style-type: none"> • Check all systems. • Verify accessibility. • Cycle supplies and equipment, as necessary. 	Monthly
Monitor and maintain vital records management program	<ul style="list-style-type: none"> • Monitor volume of materials. • Update/remove files. 	Ongoing

Annex A: Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

Federal Guidance

Executive Order 12148–Federal Emergency Management. EO 12148 establishes Federal policies and coordinates civil emergency planning, management, and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472–Establishment of the National Communications System. EO 12472 establishes the National Communication Systems as a Federal interagency group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability, and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656–Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. Executive Order 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. PDD–63 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop a plan for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation, and other essential functions and services. The directive addresses those services provided by Federal, State, and local governments.

Presidential Decision Directive 67. PDD–67 directs the Federal executive branch departments and agencies to have a viable COOP Plan and capability. Departments and agencies must be able to operate at their alternative facilities with or without warning no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30 days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command, and delegations of authority.

Executive Order 13228—Establishing the Office of Homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

Executive Order 13231—Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government, and Federal department and agency information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42 Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to state and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, and proper record disposition.

Homeland Security Presidential Directive–1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interagency forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-Cabinet interagency forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government, and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive–3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal Preparedness Circular (FPC) No. 65–Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/agency essential functions during any emergency or situation that may disrupt normal operations. FPC 65 requires that each agency appoint a senior Federal Government executive as an emergency coordinator to serve as program Administrator and agency point of contact for coordinating agency COOP activities. This ensures continuous performance of an agency’s essential functions during an emergency and protects essential facilities, equipment, records, and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life, and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66–Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive

emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67–Acquisition of Alternate Facilities for Continuity of Operations (COOP). FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

Commonwealth of Massachusetts Guidance

Governor’s Executive Order No. 144. EO 144 requires all Commonwealth Agencies to prepare for emergencies and disasters, and to provide emergency liaisons to the Massachusetts Emergency Management Agency for coordinating resources, training, and operations.

Survivable Crisis Management Plan 1994. The Commonwealth of Massachusetts Survivable Crisis Management (SCM) Plan provides the foundation and structural framework for managing the individual capabilities of the different agencies with emergency response and continuity of government responsibilities.

Commonwealth of Massachusetts Chapter 639 of the Acts of 1950, Chapter 33. The legislation provides basic Civil Defense / Emergency Management responsibilities for meeting dangers presented to the Commonwealth and its people by emergencies and disasters. The document directs preparedness efforts related to common defense, protection of the public peace, health, security and safety.

Annex B: Plan Activation and Notification

Emergency Level	Type of Events	COOP Plan Activation Authority	Notification Method
(Local Emergency)	(Fire, attack on your headquarters', etc.)	(Name & Title)	(Telephone tree)
		(Describe Trigger (s) that activates plan)	(Agency specific announcement)
(Regional or National Emergency)	(Hurricane, flood or other localized disasters)	(Name & Title)	(Telephone tree)
		(Describe Trigger(s) that activates plan – automatically activated 4 hours after an emergency has been declared.)	(Medial announcement addressing Federal government activities and directing Federal employees to report to alternate emergency work locations)
(National Security Emergency)	(Terrorist use of weapons of mass destruction)	(Name & Title)	(Telephone tree)
		(Describe Trigger(s) that activates plan – automatically activated when employees are unable to communicate with their supervisors within 4 hours after the President declares an emergency)	(Medial announcement addressing Federal government activities, if available. If unavailable, activation is automatic after 4 hours.)
(Other Emergency)	(Event)	(Name & Title)	(Telephone tree)
		(Describe Trigger(s) that activates plan)	

Annex C: Definitions and Acronyms

The following terms or phrases are found in this document.

- Advance Team.** ERG personnel who immediately deploy to the Emergency Relocation Site (ERS) upon receiving a COOP warning or activation, to initiate actions at the ERS in preparation for the arrival of the main body of Emergency Personnel. Advance Team plus Emergency Personnel constitute an ERG.
- Business Continuity Plan (BCP).** The BCP provides procedures for sustaining an organization's business functions during and after a disruption. An example of a business function may be an organization's payroll process or consumer information process. A BCP may be written for a specific business process or may address all key business processes.
- Business Recovery Plan (BRP).** The BRP addresses the restoration of business processes after an emergency, but unlike the BCP, lacks procedures to ensure continuity of critical processes throughout an emergency or disruption.
- Continuity of Operations (COOP) Plan.** An action plan that provides for the immediate continuity of essential functions of an organization at an alternative facility for up to 30 days in the event an emergency prevents occupancy of its primary facility.
- Disaster Recovery Plan (DRP).** The DRP applies to major, usually catastrophic, events that deny access to the normal facility for an extended period. Frequently, DRP refers to an IT-focused plan designed to restore operability of the target system, application, or computer facility at a relocation site after an emergency.
- Emergency Personnel.** The key principals and staff members of the ERG, responsible for the execution of essential functions. Advance Team plus Emergency Personnel constitute an ERG.
- Emergency Relocation Group (ERG).** Predesignated principals and staff who move to a relocation site to continue essential functions in the event that locations are threatened or incapacitated. The ERG comprises Advance Team plus Emergency Personnel.
- Emergency Relocation Site (ERS).** A remote alternative facility to which the ERG moves to continue essential functions in the event that traditional work sites are incapacitated.
- Essential functions.** Essential functions are those functions, stated or implied, that are required to be performed by statute or Executive order, or other functions deemed essential by the heads of principal organizational elements (i.e., administrators, office directors, and division directors).
- Occupant Emergency Plan (OEP).** The OEP provides the response procedures for occupants of a facility in the event a situation poses a threat to the health and safety of personnel, the environment, or property. Such events include a fire, hurricane, criminal attack, or a medical emergency.
- Point of Contact (POC).** The designated focal point for actions involving a specific plan, as in "COOP POC."
- Relocation Site (RS) Support Official.** Serves as the COOP point of contact at each ERS. Responsible for the readiness and operational condition of the ERS, as appropriate, including telecommunications, infrastructure, and equipment; and support the billeting and meal needs of the ERG.
- Emergency Management Director.** Serves as the COOP point of contact. Responsible for coordinating implementation of the COOP Plan; initiating appropriate notifications inside and outside the Agency during COOP Plan implementation; being the point of contact for all COOP training, testing, and exercising; assisting ERG efforts at the ERS; and initiating recovery of the Agency as part of reconstitution.

DRAFT