

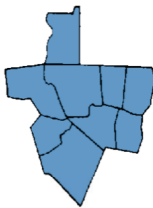
# Regional Collaboration Grant DEMHS Region 4

## **RESF** **SWOT Analysis** **Summary**

Submitted by:

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February 2008



**WINCOG**

**NECCOG**

**SCCOG** Southeastern Connecticut  
Council of Governments



# Executive Summary

As a requirement of the 2007 DEMHS Regional Collaboration Grant, the three Councils of Governments (NECCOG, SCCOG and WINCOG) conducted a Strengths, Weaknesses, Opportunities and Threats Analysis of the 15 RESF's in DEMHS Region 4 (43 towns and 2 tribal nations). Two full days of meetings were conducted on February 13 and 14, one in Colchester and the other at the SCCOG office in Norwich. We also visited separate meetings of RESF 7,10, & 11, to conduct individual SWOTs. Attendance varied among groups, but the **quality of the overall information gathered was exceptional**. Several of the groups conducted SWOT's at their previous meetings, and came to ours well prepared and with additional documentation. If there was **one concern** that we heard across all disciplines, it was the issue of **communication**.

This document is broken down into the individual RESF's with the **intention of "capturing"** all of the information presented to us. Each SWOT ends with a **priority list of needs and associated monetary amount**.

The **intended outcome** of the SWOT Analysis is two- fold; 1) to **assess the needs** of the individual RESF's, thus beginning the process of **building a budget** for the Phase II component of the grant and 2) **gathering base data** that will be instrumental in creating the Regional Emergency Plan during the second phase of the grant.

We **conducted 11 SWOT's** with several of the committees not "stood up". The following is a list of the RESF's and their status:

1	Transportation	Completed SWOT
2	Communications	Completed SWOT
3	Public Works and Engineering	Completed SWOT
4	Firefighting	Completed SWOT
5	Emergency Management	Completed SWOT
6	Mass Care, Housing and Human Resources	Completed SWOT
7	Resource Support	Completed SWOT
8	Public Health and Medical Services	Completed SWOT
9	Urban Search and Rescue	State Resource
10	Oil and Hazardous Materials Response	Completed SWOT
11	Agriculture and Natural Resources	Completed SWOT
12	Energy	Not Stood Up
13	Public Safety and Security	Completed SWOT
14	Long Term Community Recovery and Mitigation	Not Stood Up
15	External Affairs	Not Stood Up

We would also like to extend special thanks to the RESF Chairs, Committee Members who contributed, Dagmar Noll (WINCOG), Tony Scalora & Gary Rugierro (DEMHS) and the Town of Colchester and SCCOG who hosted our meetings.

ESF #:	<b>1</b>	Date:	Wednesday, February 13, 2008
Name:	<b>Transportation</b>	Location:	SECCOG
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

### STRENGTHS

- Fully accessible public transportation vehicles
- Qualified transit district drivers
- Coordinated signing capabilities (WRTD and SEAT)
- Non-transit district vehicles (e.g., EASTCONN)
- 2003 Database containing service descriptions, vehicles in use, backup vehicles and vehicle types; LOCHSTEP funding is allocated to update this database
- Database of elderly/disabled clients residing in the region and accessing some of the transportation services.
- Experience
- Knowledge of area, services, and resources
- Good relationship with many of the providers
- Extensive fixed-route system

### WEAKNESSES

- No contingency fleets
- Lack of trained personnel in emergency management
- Limited availability of drivers/staff in an emergency
- Lack of intra-district long distance communication due to insufficient radio range and cell phone dead areas
- Communication between all transportation providers including municipalities, social service agencies, and for-profits.
- Riders using mobility aids are spread out in the region with a possible shortage of accessible vehicles to meet the demand under certain circumstances
- Fragmented transit services (systems are being operated by most towns, human service agencies, public transit, taxis, livery, hotel shuttles, etc.)
- Language barrier
- No remote fueling capabilities and no fuel reserve
- Lack of funding for emergency preparedness
- No security of transit assets
- Lack of control over # of rail cars
- Lack of signage to address multi-language riders, Chinese, Spanish.
- Public transportation may not be adequate to handle certain demands in an evacuation setting.

### OPPORTUNITIES

- School bus fleet

- Develop communication between pre-existing relationship among transit districts and other providers (public transportation, municipalities, human service agencies, taxi, livery, ambulance providers etc) can be expanded upon
- Update the inventory of vehicles in the region and services being provided and maintain that information.

## THREATS

- Manmade Threats: location in target-rich areas
- Natural threats: hurricane/blizzard/flood
- Vulnerable to attack
- Rail and highway transportation of hazardous materials
- 3 airports
- Road/highway congestion - major roadway closings can limit service ability (due to traffic volume and backups)
- Port of New London
- Vulnerable to attack (Minimal security at the facility) or on the vehicle (anyone can board the public transit.)

Priorities	Estimated \$\$
1. Communication within region (between transportation providers, centralized transportation command & emergency services)	\$600,000k for portables for all 3 transit districts
2. Transit personnel training in emergency management	\$?

## Attendees

### Name

Melinda Perkins  
John Roode III  
Ella Bowman

### Organization

Windham Region Transit District (WRTD)  
Eastern Connecticut Transportation Consortium, Inc.  
Southeast Area Transit District (SEAT)

ESF #:	<b>2</b>	Date:	Wednesday, February 13, 2008
Name:	<b>Communications</b>	Location:	SECCOG
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

*(Italicized items emphasized during discussion)*

### STRENGTHS

#### Primary Emergency Services (Police, Fire, Ambulance)

- Ability to Notify - Highly developed with extensive backup capabilities that vary among Comm Centers, with (generally) larger centers having more extensive backup. Local police have less backup than fire and ambulance.
- Ability to Communicate within Disciplines - Extensive; redundant; backed up by adjacent Comm centers; multiple channels incl. state and nationwide interop channels; smaller centers and local police generally weaker than larger agencies.
- Ability to Communicate between Disciplines - *Most major centers and mobile Comm centers (in and out of region) can implement limited console patches; STOCS and Icall/Itac allow modest interop; many common freqs help.*
- Upgradeability to Handle Major Incidents - Console patches (fixed and mobile) to enable utilization of federal Comm assets can be of great assistance if Feds want to play ball.
- Redundancy - Extensively redundant as discussed above.
- Survivability - *Extensive redundancy and backup combined with outside assets assures survivability inversely proportional to the magnitude of the incident.* Rudimentary Comm capability will survive foreseeable events.
- Restorability - See above. Larger centers have some limited capacity to restore capabilities independent of outside resources.
- Sustainability - Current capabilities, which are not insubstantial, are sustainable within state/municipal budgets and under foreseeable economic conditions.

#### Primary Health & Welfare Services

- Ability to Notify - Varied; largely unknown; smaller agencies have more rudimentary procedures.
- Ability to Communicate within Disciplines - Largely unknown but assumed adequate to deal with routine events.
- Survivability - Smaller systems have reduced exposure to crippling events.
- Restorability - Simple systems are more easily restored, if high enough in priority.
- Sustainability - Simple systems are immanently survivable with their inherent limitations.

### WEAKNESSES

## **Primary Emergency Services (Police, Fire, Ambulance)**

- Ability to Notify - Vulnerable to Catastrophic Natural Disaster or Widespread Terrorism. Smaller systems overly dependent on public utilities.
- Ability to Communicate within Disciplines - Rarely used agencies, including federal assets generally have less interop capability and tend to operate independently when mobilized.
- Ability to Communicate Between Disciplines – See above.
- Upgradeability to Handle Major Incidents - Limited number of interconnect paths inadequate knowledge and experience in dealing with outside assets.
- Redundancy - Smaller agencies could invest more.
- Survivability - There are always some; how much do we spend to improve?
- Restorability - Improvement of limited capacity to restore without dependence on outside capabilities is difficult to justify.
- Sustainability - Technology investments are costly and often seen as marginally justifiable or the responsibility of other levels of government.

## **Primary Health & Welfare Services**

- Ability to Notify – Varied; Dependence on public utilities or third party commercial providers or nonredundant notification means.
- Ability to Communicate within Disciplines – See above.
- Ability to Communicate between Disciplines – Nearly nonexistent ability to communicate.
- Upgradeability to Handle Major Incidents - Nearly non existent ability to upgrade, regionally viewed.
- Redundancy - Little redundancy.
- Restorability - Priority to restore and resources available for same.

## **OPPORTUNITIES**

## **Primary Emergency Services (Police, Fire, Ambulance)**

- Ability to Notify – More extensive backup can be developed by having each Comm center develop two backups. Alternate notification means, e.g. alpha paging, may be added for redundancy.
- Ability to Communicate within Disciplines - *Fixed & mobile IP interconnect switches can bridge temporary or permanent gaps and fringe interop issues;* More extensive deployment of redundant radio transmit facilities can help. Full operational xfer and field dispatch help at major events.
- Ability to Communicate between Disciplines - See above; more extensive IP switches, more broadly deployed can mitigate the weaknesses and threats, at a cost. Use of ARES capabilities can also be very helpful. Additional Comm trailer in this region is needed. *ADD DEMHS VHF TO ALL COMM CTRS.*
- Upgradeability to Handle Major Incidents - Evolution to IP dispatch consoles; Establishment of IP Regional Comm network with sufficient microwave interconnect paths can be greatly beneficial at a high cost.
- Redundancy – Develop agreements to transfer full or partial operational responsibilities to backup centers as capacity limit is reached.
- Survivability - Improve redundancy; develop more backup capability; decrease dependence on public utilities; Develop practical plans to sustain operations with minimal outside assets.

- Restorability – Develop an additional "temporary" mobile Comm unit in R4. Design new facilities for restorability; build additional but limited capability to restore into Comm center operations.
- Sustainability - Capitalize on federal funds, regionalization and economies of scale.

### **Primary Health & Welfare Services**

- Ability to Notify – Investigate integrating notification with primary emergency service notification systems. Region wide alpha paging is one possibility, but there are many others.
- Ability to Communicate within Disciplines - Develop redundant local or subregional common channel radio networks. *Alternatively, develop regional IP based interconnect switch to link disparate services and districts facilities.* (Needs a degree of independence from commercial fiber or wire.)
- Ability to Communicate between Disciplines - *Develop regional IP based interconnect switch network to link disparate services and districts.* Needs some independence from commercial wire or fiber.
- Upgradeability to Handle Major Incidents - A regional interconnect switch would allow Emergency Communication upgrade capabilities to apply to H&W agencies.
- Redundancy – See above.
- Survivability - Increasing interconnections both broadens the reach of the Communication network and increase the likelihood of survival in a major incident.
- Restorability – Increase interconnect links.
- Sustainability - Increase interconnect links.

## **THREATS**

### **Primary Emergency Services (Police, Fire, Ambulance)**

- Ability to Notify – Catastrophic natural disaster; widespread terrorism; complete loss of telephone or cable systems outside plant; overburdened radio service or public utility repair service.
- Ability to Communicate within Disciplines - As above; additionally overtaxing of Comm center personnel has proven, nationally, to be a threat. Smaller centers more vulnerable.
- Ability to Communicate Between Disciplines – See “Ability to Notify” and “Ability to Communicate within Disciplines” above.
- Upgradeability to Handle Major Incidents - See above; inadequate capital and operations funding are limiting factors.
- Redundancy – See above.
- Survivability – See above; Outstripping state resources and assets.
- Restorability – Funding and personal limitations.
- Sustainability - Inability to compete for federal or state funds; Inability to convince local officials of the importance; Loss of autonomy.

### **Primary Health & Welfare Services**

- Ability to Notify – Inability to notify due to inadequate planning or preparation

- threatens the region's capability to cope with major incidents.
- Ability to Communicate within Disciplines - See all above threats, including those applicable to Emergency Services. Inability to communicate threatens region's welfare.
  - Ability to Communicate between Disciplines - See all above threats, including those applicable to Emergency Services. Inability to communicate threatens region's welfare.
  - Upgradeability to Handle Major Incidents - See all above.
  - Redundancy – See all above.
  - Survivability - See all above.
  - Restorability – See all above.
  - Sustainability - See all above.

Priorities	Estimated \$\$
1. Request DEMHS to authorize immediately the licensing of the five primary VHF frequencies by each of R4's Comm Centers.	\$0
2. Urge all agencies to migrate to IP consoles.	\$0
3. Urge all Comm Centers to establish two backup Centers.	Unknown
4. Urge all Agencies to establish backup notification means not dependent on public utilities.	Unknown
5. Develop agreements and hardware for full operational transfer to one or more backup centers	Unknown
6. Fund and construct a second mobile Comm trailer for R4.	\$100,000
7. Establish IP based switch network to allow interconnection of existing radio systems.	\$450,000

## Attendees

Name	Organization
Wayne Gronlund	Amateur Radio Emergency Service
Jeff Otto	Quinebaug Valley Emergency Communications



ESF #:	<b>3</b>	Date:	Wednesday, February 13, 2008
Name:	<b>Public Works &amp; Engineering</b>	Location:	SECCOG
		Facilitator:	Jim Butler John Filchak Mark Paquette

## **SWOT Analysis**

### **STRENGTHS**

#### **Communications**

- DEMHS Region 4 has three COGs that can assist with disseminating information on a day-to-day basis (but during an emergency COGs do not have radio communication).
- UCONN Technology Transfer Center already provides a forum for Public Works Departments within Connecticut to share information and technology.
- UCONN Technology Transfer Center already has a list of contact information for Public Works Departments within Region 4.

#### **Debris/Waste Management**

- An entity within Region 4 (SCRRRA) is already looking at rail transfer.
- Existing local waste-to-energy plant that can handle the local tonnage for MSW plus some additional (Preston, Lisbon)

#### **Wastewater Treatment Plant**

- Southeastern Connecticut has established inter-local agreements for sewer emergencies by forming the Southeastern Connecticut Emergency Response Task Force for Sewer Overflows and developing a model using funds from DEP. The task force still meets quarterly and includes the following members: City of Groton, Town of Groton, City of Norwich, Jewett City DPU, City of New London, Town of Ledyard, and the CT Department of Agriculture/Aquaculture.
- Most communities within Region 4 do not have a publicly owned wastewater treatment plant (septic systems).

#### **Contracted Emergency Services**

- State has (or will) identified emergency contractors/rates.
- Most large Public Works Departments are familiar with outside contracting.

#### **Heavy Vehicles & Emergency Equipment Repair**

- Equipment (trucks, loaders, etc.).
- There is a skilled public sector fleet maintenance labor force in Region 4.
- Most Public Works Departments have their own mechanics.

#### **General**

- Inter-local liability agreement through state (but municipalities can opt out).

### **WEAKNESSES**

#### **Communications**

- Public Works Departments don't tend to communicate with one another.
- Public Works Departments don't have the equipment (radio frequencies) to

communicate with emergency services in a disaster event.

- Any list of contact information may not be very accurate if it provides the individuals contact information for each Public Works Department instead of the office. Individuals change. Use of specific e-mail addresses is a problem.

### **Debris/Waste Management**

- Inflexibility of DEP during a storm event.
- There are no large municipality-owned areas within Region 4 (especially coastal areas) to bring debris.
- The state has not identified any sites to bring debris.
- Congested transportation network (I-95)
- SCRRRA does not encompass all of Region 4 or even SECOG.
- There are no permitted landfills in state of Connecticut for bulky waste disposal.
- Local waste-to-energy plant cannot handle all Region 4 MSW.
- No training on local level to identify hazardous materials that would appear at debris sites.

### **Wastewater Treatment Plant**

- The Southeastern Connecticut Emergency Response Task Force does not encompass all of Region 4.
- Wastewater treatment plants are located on rivers or coastal areas prone to flooding/storm surge.
- There is no surge analysis of a category 3 hurricane for wastewater treatment plants.

### **Contracted Emergency Services**

- Town fuel capacity for emergency transportation (e.g., transporting people to smallpox PODs) may be insufficient, also have limited availability of diesel fuel at local gas stations.
- There has been no major disaster event since 1990, so Public Works Departments are unfamiliar or don't know FEMA procedures.

### **Restoration of Essential Services**

- Who determines the priority for the restoration of services?

### **Heavy Vehicles & Emergency Equipment Repair**

- Staffing for operating equipment – some staff are volunteer FF or in other positions that would make them unavailable in an event.
- All vehicle maintenance facilities (VMF) within Region 4 are in antiquated buildings that may not withstand even a category 1 hurricane. The buildings may not be left standing in an emergency situation.
- Don't know what fueling capacity is.

### **General**

- Federal and state agencies/groups have overlapping jurisdictions, so town is not authorized to act in certain areas and without pulling together the approval of all agencies.
- Limited transportation for exiting of debris (interstate).
- RESF 3 is plan with no teeth and no law.
- Water utilities in this region historically are not controlled by Public Works Departments. They are private wells, private companies, and public service companies (Norwich Utilities, Groton Utilities). Should it be moved to another

## OPPORTUNITIES

### **Communications**

- Solidifying T2 listserv as a dialogue center, pull in groups not yet active
- Radio trunking.
- RESF 3 presents opportunity to start a dialog between Public Works Departments.
- Purchase equipment that enables Public Works to communicate with emergency services in a disaster event.
- Compile a contact list that contains the information for the office of each head of public works instead of the individual's information.

### **Debris/Waste Management**

- Working together to maximize available space and equipment
- SCRRRA is researching rail siding
- DEP identify bulky waste disposal sites within or outside of State (help from private waste management companies?)
- Regulatory relief during an emergency - Request DEP commissioner put into place an emergency contingency plan that would temporarily waive permit regulations during the emergency.

### **Wastewater Treatment Plant**

- Request DEP commissioner put into place an emergency contingency plan that would temporarily waive permit regulations during the emergency.
- Conduct surge analysis of a category 3 hurricane for wastewater treatment plants.

### **Contracted Emergency Services**

- Investigate sharing of equipment as put forward by state mutual aid law. Do we need to do anything beyond this in our region (resource typing)?
- Piggyback onto State or other entities (Capitol Region CREPC) existing contracts.

### **Restoration of Essential Services**

- Create methodology for determining the priority for the restoration of services.

### **Heavy Vehicles & Emergency Equipment Repair**

- Look at upgrading strategic regional VMF.

### **General**

Develop disaster response training at local levels.

## THREATS

### **Communications**

- Funding for improved communication.
- Home Rule. 169 ways of attempting to complete task.

### **Debris/Waste Management**

- Funding
- Home Rule
- EPA/DEP regulations - Inflexibility during a storm event.
- COGs have no power

- Not being able to identify hazardous materials at the local level can cause more pollution.

### **Wastewater Treatment Plant**

- EPA/DEP regulations
- Home Rule

### **Contracted Emergency Services**

- Multiple communities vying for the same resource (state contractor)
- Potential for resources being concentrated in wealthy communities instead of being assigned based on need (triage system needs to be in place)
- Home Rule

### **Restoration of Essential Services**

- Home Rule

### **Heavy Vehicles & Emergency Equipment Repair**

- Outside demand on fuel supply (utilities, contractors)
- Funding
- Home Rule

### **General**

- Funding
- Home Rule
- Egos

Priorities	Estimated \$\$
1. Analysis of how to improve Inter-municipal Communication	\$200,000 for regional study
2. Addition Debris Sites for Emergency Use; suspension of DEP rules; I.D. bulky waste disposal sites out of state (not currently allowed)	30,000 for COG research; \$70,000 for consultant to work with DEP
3. Study of how to fuel fleets during disaster; predetermine/pre-agreements for sharing of fuel/outside source of fuel in an emergency	\$100,000
4. Training of mechanic (would also help with day-to-day efficiency)	
5. Surge analysis of waste water treatment plants	

## **Attendees**

### **Name**

Gary Schneider  
Kristin Doundoulakis  
Tim Webb  
Mark Decker  
Lon Holtgren

### **Organization**

Town of Groton, DPW  
Town of Groton, DPW  
Town of Coventry, DPW  
Colchester  
Mansfield

ESF #:	<b>4</b>	Date:	Thursday, February 14, 2008
Name:	<b>Firefighting</b>	Location:	Colchester Town Hall
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

To focus the committee and begin the process of decision making, a SWOT analysis was conducted. This analysis allowed the committee to concentrate on the DEMHS Region 4 Emergency Support Function Committee's strengths and weaknesses during its ?????? months of existence. This was followed by an in-depth look at the many opportunities that will present themselves through training, funding, planning, exercising, and political interaction with state and federal authorities. The committee also determined that some very clear threats existed to DEMHS Region 4 ESF. The impact of state grants, the smallpox clinics, and state budget cutbacks were taken into serious consideration.

### STRENGTHS

- Mutual Aid in place for decades
- Uniform Training (NIMS, etc)
- HAZMAT Teams/Response
- Quality, talented and experienced people willing to serve.
- Positive, cooperative working relationships with other FD.
- Suppression efficiency
- Equipped to respond to TRT, Dive, Hazmat incidents
- CFA Training division programs
- Resource sharing
- Knowledge of participants – education
- Coordination – unity of command – opportunity to develop brought towns together.
- Teamwork – uniformity of communication
- Common goals – focus- understanding problems-
- Emergency planning – sense of security – diversity of input.
- Can do attitude
- Timely and on target effort
- Location in state – political influence
- Built on solid power base
- Networking
- Support of the SCCOG, WINCOG & NECOG
- Size – about ?????? of state population covered
- Regional hazardous materials effort
- Leadership
- Adaptability – flexibility – commitment
- Diversity - age – training – backgrounds – experience
- Strong incentive – threat
- Willingness to break through political barriers
- Involvement of local elected officials

- Innovative
- Dedicated emergency support function chairs
- Trust and understanding
- State Office of Emergency Management support
- Proactive organization – not reactive
- Continuity of goals
- Cost effective focus
- Open to new ideas
- Tremendous drive
- Number of participants
- Buy-in by represented organizations
- The community is safer
- Great volunteer force
- Departments work well with each other; they assist each other and promote each other's work.
- Strong educational base
- Management is focused on team building and strategic Planning.
- Fire Department's CERT Program
- Much better prepared in case of a disaster
- All personnel want to make a difference
- Diversity of programs and services
- Access to modern firefighting devices, emergency medical equipment and response apparatus
- The leadership team of the department is progressive and encourages participatory management.
- The positive relationship with adjoining cities and their fire service agencies is seen as an important strength.

## WEAKNESSES

- Communication – too many frequencies in use (by EMS, fire, police, Mednet, public works, etc.)
- Accountability
- Budgets inadequate to meet demand for schools, seminars, career improvement.
- Funding availability of specialized equipment needs [squad, hazmat vehicle, fire investigation vehicles].
- Sufficient budgeting for development of Health/Wellness program
- Dated accident Review policy
- SOPs in need of electronic filing and access capabilities
- Officer development
- Consistency of operations /communications among Dispatcher Centers
- Overemphasis on suppression operations, less emphasis on EMS, Prevention, Training
- Mentoring
- Fire Training facilities, (Fire Live Burn)
- Lack of grant coordinator
- Lack of public education program

- EMS advancement program
- Facilities/storage space
- Supervision, lack of accountability
- Lack of sufficient IT support
- Funding shortages
- No county governments
- Keeping the spirit alive
- Lack of training – Certification, Education
- State agenda
- Lack of plan detail in some areas
- Organization appears to be on the fly
- Legal representation
- LEPC/CREPC confusion
- Small town parochialism
- What's in it for us attitude
- Lack of Region Plan knowledge at lower organizational levels
- Slow nature of grant distribution process
- Complacency
- Lack of Region Plan exercises
- Citizen education
- Narrow window to act in an emergency
- Breaking traditions
- Largely untested
- Turf issues
- Believability – it cannot happen here attitude
- Community size limits resources
- No succession planning
- Budget – lack of funding
- Lack of staffing
- **Lack of communication throughout the Region**
- Lack a long range financial plan
- Lack of emergency training for residents
- Budget does not provide for sufficient capital outlay
- Fire Departments not working together – doing their own thing
- Lack of communication to the public
- Lack of guidelines, procedures and policies
- **Lack of equipment for frontline services**
- **Lack of necessary equipment to accomplish mission**
- Poor leadership in some areas
- Revenue sources are limited
- Inadequate training
- Lack of shopping centers and grocery stores
- Lack a strategic plan
- Resistance to change
- Shortages of certified firefighter/paramedics
- Inexperienced personnel needing a significant amount of training.

- The partial reliance on other agencies for fire and rescue assistance and the department's dependency for "special team" emergency responses is a concern of the membership.
- Although the Department's has a training plan in place, a methodical, detailed review is necessary to provide a comprehensive model arranged to encourage development of all members, both current and future.
- The perception of a few Department members is that the agency's image is not as desirable as it might be which creates an opportunity to enhance the reputation of the Department.
- Department's greatest difficulty, with compensation being identified as a key factor.
- An inherent situation for smaller agencies is the quantity of projects and duties necessary to meet Region objectives and the limited amount of staff hours available to commit to each project or duty.

## OPPORTUNITIES

- **Salamander ID system for accountability**
  - Upcoming needs analysis
  - Grant availability for various programs
  - CFA & ECFS for training, schools, etc.
  - Sufficient time to mentor until management changes
  - Encourage PPE use to combat flu, reduce sick incidents
  - Accreditation to self assess service, enhance image
  - Positive contact with citizenry via EMS calls
  - Region's Fire Dept's Region to be considered all hazard response agency
  - Change the system
  - Bring the Region Plan to the politicians
  - Recognize the need to educate the public
  - Unification
  - Learn from our mistakes – look to the future
  - Use the regional concept for training and equipment
  - The interaction of education among disciplines
  - Availability of the Internet
  - Ability to tap into additional resources
  - Increase momentum
- **Improve local infrastructure by regionalization of assets**
  - Serve as leader in state for regionalization
  - Provide a comprehensive response – public health and hospital efforts
  - Advocacy for local regions
  - More resources as others join
  - Alternative funding – private sources needs development
  - Efficiency of large-scale purchases
  - Using the Region's municipal status – purchasing – funding – grants
  - Obtain political support
  - Policy development – memorandums of understanding with non-traditional sources



- Develop organization framework
- Increase municipal awareness
- Community/business awareness
- Continue developing the Region Plan
- Increase drills and exercises
- Seek funding
- Cross training for operational effectiveness
- **Increase regional responses**
- Demographic changes in the last 10 years
- Bond revenues
- Coalition of elected officials at the state and federal level that are lobbying to get money for cities in the Region
- The membership feels that the availability of training programs through the local community colleges and State tech. schools presents a unique and beneficial opportunity for member development
- The relative youthfulness of the workforce presents an opportunity to develop individuals to become great fire and rescue personnel.
- **There is a perceived opportunity to develop a better working relationship with adjoining counties and communities.**
- The size and age of the organization lends itself to a management style that allows all members to have continuing input in the decision making process.
- There is an opportunity to foster more pride in the organization and promote a strong work ethic.
- The attainment of international accreditation is viewed as an opportunity to enhance service delivery to the community and to implement operational efficiencies within the Region.
- The availability of state and federal competitive grant funds is viewed as an opportunity to alternatively fund items in the Region's capital improvement program

## THREATS

- Pending turnover of experienced personnel and the loss of management continuity
- Region culture of pro suppression/minimize EMS
- Increased likelihood of infectious biohazard contact
- Increased likelihood WMD/DHS incidents
- Effects of continuation of unfunded positions [ clerical, EMS, Training]
- Increased call load, decreased training time
- Availability
- Changing service needs due to redevelopment, demographics
- Fragmentation of the Region Emergency Planning Committee
- Fighting over the money
- Limited use of the Region Emergency Disaster Plan
- State agenda and uncertainty – diversion of resources
- Lack of regulatory power
- Lack of a Memorandum Of Understanding with other Organizations
- Political intervention

- Withdrawal or lack of local government support
- Regionalization is a dirty word
- A vocal and loud minority
- Lack of aggressive support from some major communities in the region
- Members may see Region as a threat to their own resources or grant funding
- Global events preempt our activities
- Aging infrastructure
- Downturn in the economy
- Movement of industry out of the country
- Loss of jobs
- Changes in the ethnic and cultural mix
- Aging of the workforce
- Legislation
- Loss of state and federal funding
- Terrorism
- **Lack of communications**
- Increase in rail traffic
- Potential train crash
- Drought – lack of water resources and threat of fire
- The lack of available and experienced firefighter/paramedics is a cause of concern in attracting the best personnel.
- The existence of national standards that endorse increases in personnel and equipment as well as reductions in response times to emergencies can cause significant operational and financial impacts.
- The potential for community growth at a rate that outpaces the Region's ability to adapt operationally or obtain budgetary funding necessary to meet demands is viewed as a threat.
- The potential for adjacent government agencies or private enterprise to attempt consolidation efforts that would reduce the present levels of service to the Region's community is viewed as a threat.
- Natural and man made disasters that adversely impact both fire-rescue personnel and the resources needed when responding to these events is viewed as a threat.
- The changing political climate of the Region is viewed as a potential threat to current projects, capital funding and operational planning.
- The perceived lack of public understanding of full fire and rescue services is viewed as a relative threat as well as an opportunity.
- Individuals with a propensity to focus on the negative are viewed as a threat to productivity and moral.

Priorities	Estimated \$\$
1. increase interoperable communication – additional mobile communication trailer	Trailer \$110,000
2. ID system – Salamander	Estimated # of people? Estimated cost per person? Cost of readers?
3. Develop a consensus for base	

- level training
4. Scene camera (telescoping) \$20,000 each x2

## Attendees

### Name

Les Shull  
Walt Cox  
Nick Delia

### Organization

Co-chair, RESF-4  
Chair, RESF-4  
City of Groton Fire RESF-4

ESF #:	<b>5</b>	Date:	Thursday, February 14, 2008
Name:	<b>Emergency Management</b>	Location:	Colchester Town Hall
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

### STRENGTHS

#### **Communications**

- Communications (base) with Region 4 via high band radio (however, not all EMDs have this capability).
- I-CALL/I-TAC Radio
- STOCKS Capability
- Networking (meeting) with area (EPZ) EMDs on regular basis (quarterly meetings)

#### **Training**

- EPZ towns conduct annual nuclear training
- Region 4 has training subcommittee

#### **Logistics**

- Communities are building CERT Teams, working regionally
- SE CT has strong network of amateur radio operators
- Mutual aid resources available to most communities (local or state)

### WEAKNESSES

#### **Communications**

- No common communications network for all Region 4 EMDs (pager, cell, etc.), including notification of significant events
- Not all communities have High Band Radio equipment
- ICALL/I-TAC radio may not be in all EOCs
- Some communities still on low-band, where STOCKS is not supported
- Communicating emergency information to public and private businesses
- No formal network with all Region 4 EMDs - semi-annual meetings for ex. (stifles exchange of ideas)
- Misunderstanding by other disciplines as to what emergency management is/does
- No basic EM training for new EMDs.

#### **Training**

- Not all Region 4 communities in EPZ, nuclear training schedule unknown
- Not all COGs are represented on training committee

#### **Logistics**

- Lack of mobility - little resources for mobile EOC
- Not all communities have CERT
- Need updated list of Mutual Aid resources

- Lack of local/regional Continuity plans

## OPPORTUNITIES

### Communications

- Purchase High Band Radio equipment for communities who lack it
- Additional I-CALL/I-TAC purchases, if needed
- Upgrade communities on low-band to high-band system
- Purchase proper hardware system or Internet-based vendor

### Training

- Conduct nuclear training to include all COGs
- Encourage training committee involvement from all COGs
- Develop a training Program for newly appointed EMDs; this program would include literature and publications outlining the basic duties and responsibilities of an EMD in conjunction with a one week training class.
- Develop training and exercises to facilitate EOC's region wide in familiarizing themselves with plans and policies of other local EOC's in the region.

### Logistics

- Form committee or hire vendor to create mutual aid list (or use state list)
- Develop a Regional Continuity Plan for local Municipalities to emulate.
- Develop the Community Emergency Response Team (CERT) program region wide. Initiate training and dialogue with CERT teams across the region. Develop resources that can be utilized anywhere in the region for a CERT response.
- Citizen Corps Grant money available to develop CERT program
- Develop a Continuity of Operations Plan for the region.

## THREATS

### Communications

- Funds (local, regional, state)
- May need funding other than SHSG for High Band Radio
- EOC may not be able to accommodate (space) I-CALL/I-TAC Radios
- STOCKS very expensive - out of reach for many communities
- Cost of maintaining system (either hardware or Internet)

### Training

- Meeting time/venue for nuclear training planning meetings
- Meeting time/venue for training subcommittee planning meetings

### Logistics

- CERT time, training space may be limited to some
- Who maintains mutual aid list and how often? State may lack personnel to maintain list.

## Priorities

## Estimated \$\$

3. Basic emergency management training for EMDs
4. Citizen Corps (CERT) expansion and enhancement \$100k
5. Training for all 3 COGs' towns for

area-specific emergencies

## **Attendees**

<b>Name</b>	<b>Organization</b>
Jeff Williams	Groton Town EMD

ESF #:	<b>6</b>	Date:	Thursday, February 14, 2008
Name:	<b>Mass Care, Housing, HR</b>	Location:	Colchester Town Hall
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

### STRENGTHS

- Experience and dedication of existing ARC branch under the leadership of Sue Bolen
- Mass Care, Housing, HR group's partnership with the Red Cross in regards to all resources (experience, supplies, etc)
- At least one shelter identified in each town (200+ shelters total; most towns have at least a primary shelter with a generator)
- Pre-agreements with food suppliers, stores, and restaurants for supplying shelters
- People/organizations/businesses naturally inclined to offer resources in an event
- Red Cross Kitchens available to feed masses within a day (contingent upon being able to reach sheltered individuals)
- Database of interpreters

### WEAKNESSES

- Low numbers of volunteers in some towns
- Inadequate large-scale, regional shelters
- Potential lack of future volunteers

### OPPORTUNITIES

- Train additional shelter volunteers in towns through service organizations

### THREATS

- Viral or bacterial break-out in shelter

### Priorities

### Estimated \$\$

1. Buy-in from towns on regional shelters
2. Additional paid staff (support for Sue)

## Attendees

### Name

Sue Bolen

### Organization

American Red Cross

ESF #:	<b>7</b>	Date:	Wednesday, February 20, 2008
Name:	<b>Resource Support</b>	Location:	State Police Barracks, Colchester
		Facilitator:	Mark Paquette

## SWOT Analysis

### STRENGTHS

- Group is very resourceful. Know how and where to get resources ASAP.
- Communication among dispatch, command staff, and upper level is good.
- Collection of data is complete. Just needs formatting and clean-up.
- Information gleaned from major event will be available on a smaller event scale.

### WEAKNESSES

- Uniform software not available
- Committee lacks experience
- Lack of manpower
- Volunteers other duties may supersede RESF7's during a major event
- Need for more training
- Need plan for structure. Who oversees whom?
- Dispatch centers cannot talk by radio to local EOC's
- Lack of SOP

### OPPORTUNITIES

- Opportunity to expand communication
- Web EOC which matches with IRIS, can ultimately be the uniform software
- Once list complete, more efficient operation
- Some type of network sharing in field. MDT, internet, laptops, etc.
- Access WebEOC from field
- RESF7 Becomes day to day resource
- Expand "Captain" from region 3 to region 4. ie, Region wide network
- Creation of ultimate "yellow pages" for emergency responders
- DEMHS to provide a high band radio to all dispatch centers

### THREATS

- Security of information and access of information

Priorities	Estimated \$\$
1. Staff/Volunteer training	?
2. Tough book computers with data cards (25)	\$ 90,000
3. Notification system for ESF communications	?
4. Fund dispatch centers for WebEOC	?
5. Region wide network	?

## Attendees

### Name

Kevin Mcmanus, chair  
Jim Randall  
Gary Rugierro  
John DonFrancisco

### Organization

Colchester ECC  
EMD, Chaplin  
DEMHS Region 4 Trainer  
QVEC, Danielson



ESF #:	<b>8</b>	Date:	Wednesday, February 13, 2008
Name:	<b>Public Health &amp; Medical Services</b>	Location:	SECCOG
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

### STRENGTHS

- Highly trained personnel
- Medical Reserve Corps
- CERT
- Personal communication between hospitals
- Collaboration and cooperation between health districts, hospitals, health directors, DPH
- Ahead of the curve in emergency management
- Public health is a resource

### WEAKNESSES

- Limited capacity of hospitals in large-scale emergency
- Lack of sufficient number of highly trained personnel in an emergency (needed at hospitals, P.O.D.s, etc)
- Interoperable Communications
- Unclear policies and standards of care in an emergency
- Lack of morgues/incinerators in the case of mass fatalities
- Lack of medical supplies over long term
- Lack of coordinated communication to the public during an event (all must speak with one voice)
- Inadequate decontamination trailer and training (NE Region)

### OPPORTUNITIES

- Identify alternative care facilities in large-scale emergency
- Use of technology to train/communicate
- Regional GIS

### THREATS

- Unidentified populations, sometimes transient (for example, at casinos)
- Proximity to 2 bordering states
- Mass fatalities

### Priorities

### Estimated \$\$

1. Interoperable communication between health services
2. Sustain funding for EM Infrastructure in ESF8
3. Ability to communicate with public in an emergency
4. Regularly scheduled meetings/discussions/web base/telecommunication with law enforcement, fire and EMS

5. Knowing where various health services answer to

## **Attendees**

**Name**

Martin Nugent  
Patrick McCormack  
Sharon Mierzwa  
Patricia Beckenhaupt

**Organization**

Day Kimball Hospital  
Uncas Health District  
Connecticut Assoc. Directors of Health  
Northeast District Department of Health

ESF #:	<b>9</b>	Date:	
Name:	<b>Urban Search and Rescue</b>	Location:	
		Facilitator:	

### SWOT Analysis

**ESF 9 a state resource.**

ESF #:	<b>ESF 10</b>	Date:	Tuesday, February 19, 2008
Name:	<b>Oil and HAZMAT</b>	Location:	Mohegan Safety Complex
		Facilitator:	Jim Butler Mark Paquette

## SWOT Analysis

### STRENGTHS

- Experience. 2002 started.
- Quality of training
- Have responded
- Has a procedural manual for SOB.

### WEAKNESSES

- Northern tier behind the southern tier
- **Communications**
- Health and wellness. Physicals. Lack of funding for physicals. \$200 per person.

### OPPORTUNITIES

- Working partnerships. Spirit of cooperation
- Opportunity exists to reach out to northern tier. Lack of accountability and control

### THREATS

- Inability to continue to fund in-house requirements. Administrative dis-function of higher level.
- Monetary threat. Inability to respond due to lack of funding.
- Loss of bigger departments and tribal nations buy-in.

### Priorities

### Estimated \$\$

- |   |                   |
|---|-------------------|
| 1. Training. 40 hr. epa. 472 nfp              | \$ 50,000         |
| 2. \$\$ equipment. Level a suits (2,000 suit) | \$ 60,000         |
| 3. storage space                              | \$ 25,000 -50,000 |

## Attendees

### Name

Larry Balsey  
Floyd Chaney  
Fritz Hilbert  
Tony Manfredi  
Barbara Quagliana  
Gary Ruggiero  
Ron Samul  
Ken Scandariato  
Marc Scrivener  
Roy (Ed) Shafer  
Les Shull  
Bill Tessier

### Organization

Norwich FD  
Mohegan Tribal FD  
Mystic FD  
Mystic FD  
Mohegan Tribal Health  
DEMHS  
New London FD  
Norwich FD  
Willimantic FD  
Montville  
Subbase FD  
DEMHS

ESF #:	<b>11</b>	Date:	February 4, 2008
Name:	<b>Agriculture and Natural Resources</b>	Location:	Brooklyn Ag Center
		Facilitator:	Mark Paquette

## SWOT Analysis

### STRENGTHS

- Association with State Animal Rescue Team (SART)
- Association with State Animal Control Office
- Public support for animal issues
- Access to large suppliers (i.e. Lowe's, etc)
- Representation from animal & agriculture entities (i.e. USDA, Cooperative Extension, etc)
- Broad based support
- Large pool of volunteer support for animals

### WEAKNESSES

- Lack of supplies
- Minimal input from animal control officers in local town Emergency Action Plans (EAP)
- Lack of communication from state agencies
- Alternate sites for housing animals/pets not identified yet (need to communicate better)
- Lack of real world disaster experience

### OPPORTUNITIES

- Increase education to farms
- Increase education to small animal owners (pets)
- Need for bi-lingual education packets
- Need for bi-lingual signage
- Need for bi-lingual interpreters at shelter sites
- Identify bi-lingual volunteers for CERT/SART teams
- Provide better sheltering of people and animals at same sites
- New law in effect to directly address animals in emergencies

### THREATS

- Not ready for a disaster in the short –term (next 6-12 months)
- Over demand for services (how much do we rely on other entities, including Hartford)
- Communication amongst regional, state and federal offices
- Old School thinking: minimal concern for animal issues in an emergency

### Priorities

### Estimated \$\$

- |  |              |
|--|--------------|
| 1. Pamphlets for Public Education  | 1. \$ 1,180  |
| 2. Livestock Trailer   | 2. \$ 10,000 |
| 3. 2 Cargo Trailers, 500 animal crates, 100 bowls, generators, heaters, fans, other supplies | 3. \$ 27,220 |
| 4. 2 Folding shelters and communication equipment  | 4. \$ 3,600  |

5. CDA Sling for animal rescue

total 5. \$ 8,000  
\$50,000

## Attendees

### Name

Chair Dr. Dennis Thibeault  
Co-Chair Donna Duso  
Linda Wenner  
Gary Ruggiero  
Tonya Rivers  
Joyce Meader  
Dawn Pindell,

### Organization

CTSART  
Groton ACO  
State ACO  
DEMHS, Region 4 Trainer  
New London ACO  
Dairy/Livestock educator  
USDA Farm Service Agency

ESF #:	<b>12</b>	Date:	
Name:	<b>Energy</b>	Location:	
		Facilitator:	

### SWOT Analysis

**ESF not stood up.**

ESF #:	<b>13</b>	Date:	Wednesday, February 13, 2008
Name:	<b>Public Safety &amp; Security</b>	Location:	SECCOG
		Facilitator:	Jim Butler John Filchak Mark Paquette

## SWOT Analysis

### STRENGTHS

- Highly skilled staffing/personnel
- Active Citizen Corps program (400)
- Mutual Aid arrangement
- Personal relationship between police, fire, etc.

### WEAKNESSES

- Communication – lack of interoperability (everyone is on their own frequency)
- Availability of personnel during an emergency
- Workers compensation/insurance coverage for interstate response (CT→RI) at the local response level
- Local Evacuation Plans
- Lack of SWAT team
- Regional police firing range

### OPPORTUNITIES

- DEMHS-funded mobile command trailers (activated in emergency event only)
- State Judicial Marshalls

### THREATS

- EB
- Pfizer
- Subase
- Coast Guard Academy
- Gold Star Bridge
- Millstone
- I-95, I-395
- 2 Casinos
- UCONN, ECSU
- Plum Island
- Hess Depot
- PG&E Plant Killingly
- New London Intermodal Center
- Seasonal Events/Tourist Attractions
- Schools
- Hospitals (Windham, DK, Bachus, L&M)
- Transit

### Priorities

### Estimated \$\$

1. Interpersonal Communication between \$



- major employers (EB, Subase, etc.)
2. Establish SWAT teams
  3. Regional police firing range
  4. Emergency vehicle training
- ??? equipment & training  
\$8mil? (Butler will chk cost)

## Attendees

**Name**

Les Williams

**Organization**

Law Enforcement Council

ESF #:	<b>14</b>	Date:	
Name:	<b>Long Term Recovery &amp; Mitigation</b>	Location:	
		Facilitator:	

### SWOT Analysis

**ESF not stood up.**

ESF #:	<b>15</b>	Date:	
Name:	<b>External Affairs</b>	Location:	
		Facilitator:	

## SWOT Analysis

ESF not stood up.