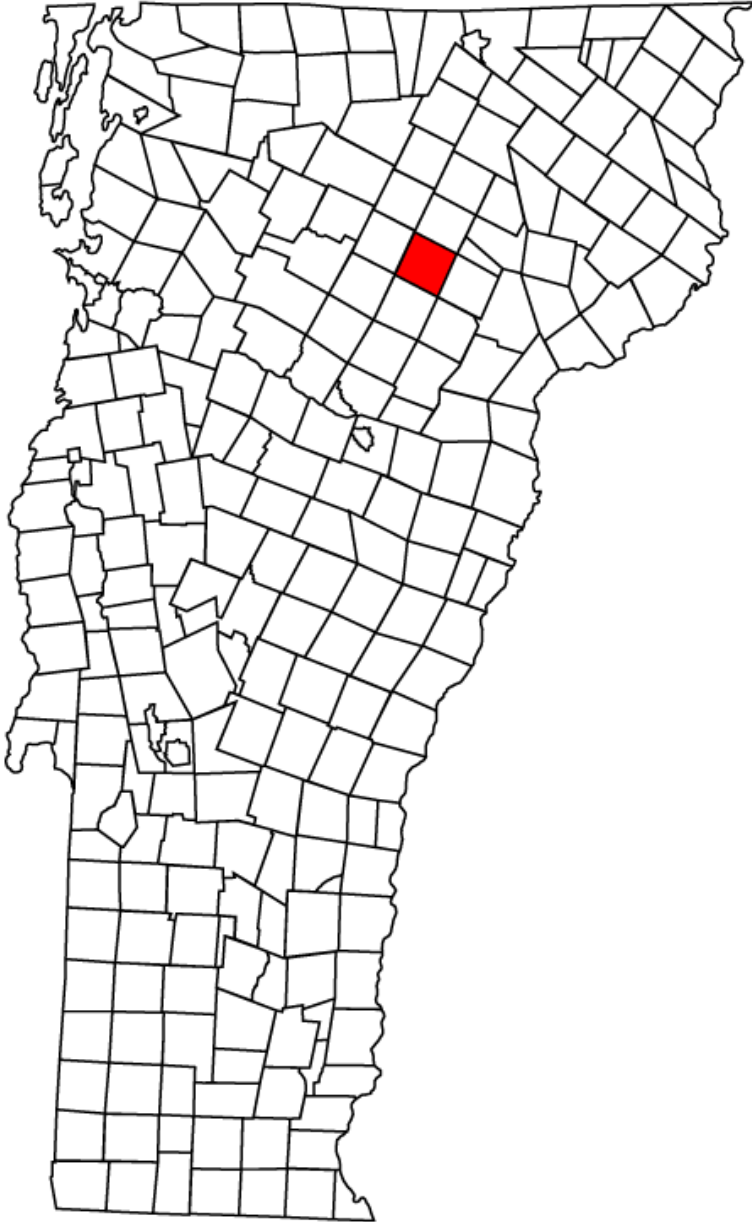


The Hardwick Plan

A Local Emergency Management Plan for the Town of Hardwick, Vermont



Adopted by the Hardwick Select Board on May 21, 2026

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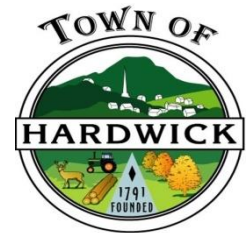
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How to Use This Plan

What is the Hardwick Plan?

The Hardwick Plan is an emergency preparedness tool that provides an overview of the Hardwick community's preparedness, response, and recovery activities. The Hardwick Plan is intended to replace the Local Emergency Management Plan (LEMP) with a more usable framework. The Hardwick Plan also:

- Provides the community with maximum flexibility and scalability to prepare for and respond to a variety of disasters.
- Does not outline the full recovery process, but rather focuses on short-term recovery activities immediately following response.
- Serves as a reference guide for community members to utilize during response.
- Incorporates additional information about Hardwick's response to flooding
- Integrates the Local Emergency Management Plan Addendum that was created by a collaboration of local citizens, volunteers, the Town of Hardwick, Hardwick Neighbor to Neighbor, the Civic Standard, and the Orleans Southwest Supervisory Union (OSSU).



Who are the Key Stakeholders?

Our Community – A **community** refers to the whole community, inclusive of town government, partners, businesses and farms, and residents.

In this document:

“Town” refers to the Town of Hardwick Government.

“Partners” refers to community organizations, non-profits, and other entities that assist businesses and residents in disaster response and recovery.

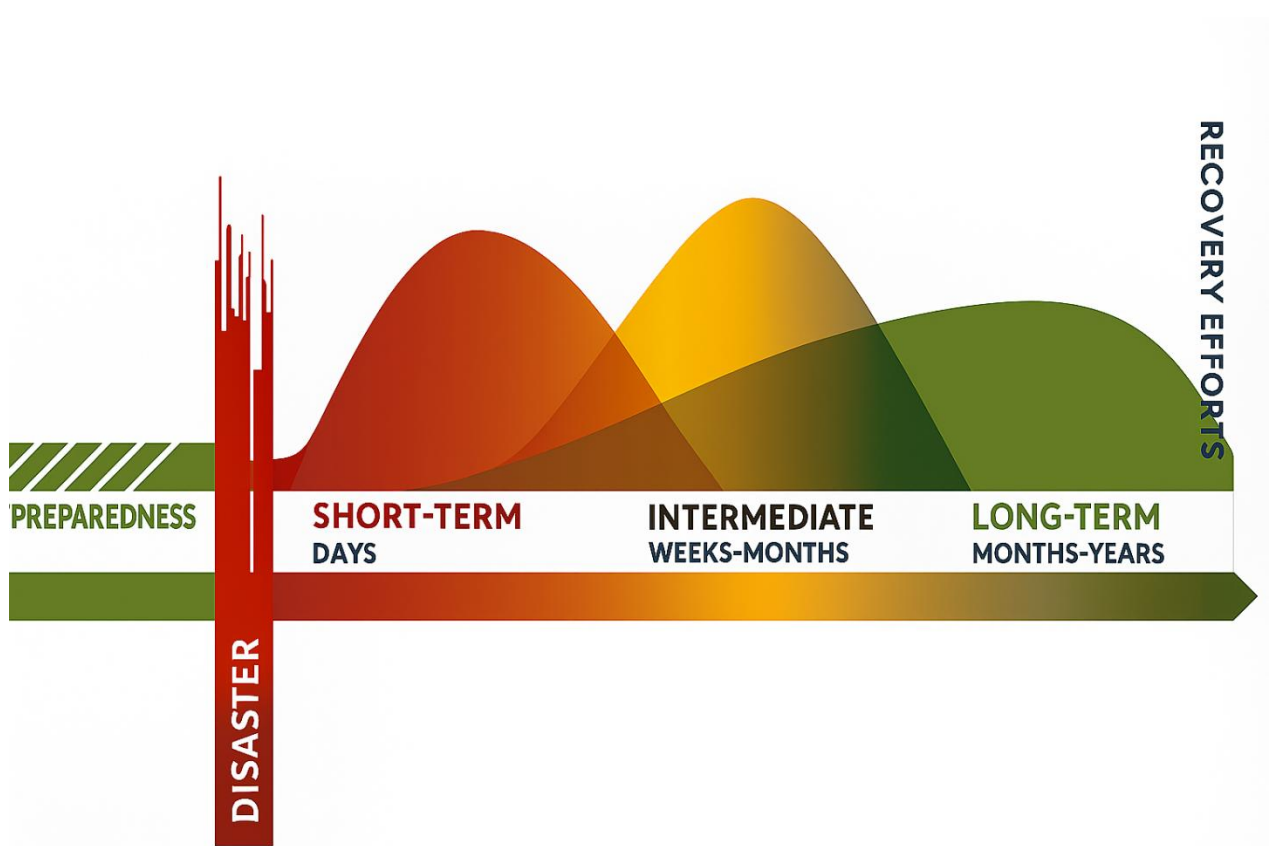
“Businesses and Farms” are locations where people can purchase goods or services in Hardwick.

“Residents” are individuals and families who live in Hardwick.

Plan Timeline

This plan is designed to be applicable during blue sky periods (when there are no disasters) and extends to cover the initial stages of disaster recovery, known as short-term recovery. Preparedness is viewed as an ongoing activity, while response is focused on the initial onset of a disaster. Short-term recovery is considered to encompass the period of days to weeks following the disaster before entering the intermediate and long-term recovery phases of a disaster. The Hardwick Plan encompasses preparedness or blue-sky conditions through short-term recovery, as defined below.

- Blue-Sky: Refers to times outside of response and short-term recovery; this allows for uninhibited preparedness and mitigation activities, allowing the community to plan and prepare for the next disaster.
- Preparedness: An ongoing activity that includes planning, training, exercises and educational activities intended to increase the ability of the community to respond to and recover from disaster.
- Response: Occurs during and immediately preceding a disaster. Life safety is prioritized over normal day-to-day functions of the community. During the response stage, the Hardwick Plan will be activated by the town.
- Short-Term Recovery: Refers to the period after response. Short-Term Recovery can last from days to weeks. Critical activities that take place during this phase include damage assessments, coordination of resources to impacted community members, and re-establishing critical services.



Local Emergency Management Plan

Municipal Adoption Form

The Local Emergency Management Plan (LEMP) must be (re)adopted annually, after town meeting day, and submitted to the appropriate Vermont Emergency Management (VEM) Regional Coordinator by June 1st.

If VEM needs to contact municipal leaders to determine status and support requirements during an emergency, the Emergency Management Director (EMD) and two other local points of contact who should have authoritative local information and authority to request resources are listed at right.

VEM will share the town's contact information with emergency partners who have a life safety need during an emergency.

Mark this box to request Vermont Emergency Management not share the town's contact information with emergency partners (Dam owners, utility providers, elected officials, neighboring EMDs, American Red Cross, and FEMA) outside of an emergency.

REMC Representatives			
REMC Emergency Services Appointee	David "Opie" Upson	Municipality	Hardwick
Email	David.upson@hardwickvt.gov	LEMP Adoption Date	May 21, 2026
EMD REMC Representative	Mike Henry	NIMS Adoption Date	January 8, 2015
Email	michael.henry@hardwickvt.gov	EMD Name	David "Opie" Upson
Additional REMC	Kristen Leahy	Position	Town Manager
Email	Zoning.administrator@hardwickvt.gov	Primary Phone	802-472-6120
		Alternate Phone	802-535-8299 (Cell)
		Email	David.upson@hardwickvt.gov
		Public contact information	David Upson, Town Manager (802) 472-6120
		POC 2 Name	Mike Henry
		Position	Police Chief
		Primary Phone	802-472-5475
		Alternate Phone	802-522-4050 (Cell)
		Email	michael.henry@hardwickvt.gov
		POC 3 Name	Tom Fadden
		Position	Road Foreman
		Primary Phone	802-472-6029
		Email	Tom.fadden@hardwickvt.gov

Once completed, send adoption form and copy of Local Emergency Management Plan to VEM Regional Coordinator

I hereby certify that the LEMP meets Vermont National Incident Management System (NIMS) requirements and current LEMP Implementation Guidance as on page 2:

Signed: _____ Printed Name: David Upson

Certifying individual must have taken, at a minimum, ICS402 or ICS100/IS-100 training.

I hereby attest that the municipality has adopted NIMS and **the LEMP at a warned public meeting, as stated above:**

Signed* _____ Printed Name: Ceilidh Galloway Kane

Attesting individual must be a selectboard member, town manager, council member, city manager, mayor.

*A typed name is acceptable as an electronic signature if it represents an act of that person in accordance with 9 V.S.A. § 278.

Required Elements

Check boxes below indicate the plan has the required elements and, if not using a template, fill in page numbers to report completion of required elements.

Municipal Adoption		
<input type="checkbox"/>	Municipal Adoption Form	
X	Completed Municipal Adoption Form	9-10
X	Required Elements form (this page). If not using a VEM template, this form must include the page numbers where the LEMP Required Elements are listed in your plan.	11
LEMP Required Elements		
<input type="checkbox"/>	Emergency Management Planners	
X	List of people who wrote or maintain the LEMP. Must include EMD.	12-13
<input type="checkbox"/>	Municipal Emergency Operations Center (EOC)	
X	EOC activation authority (minimum 1)	15
X	EOC staff positions and corresponding duties (minimum 1)	16-19
X	Potential EOC staff members (minimum 1)	25-28
X	Facility information for potential EOC locations (minimum 1), including address, phone number, and available equipment	23-24
<input type="checkbox"/>	Resources	
X	Emergency purchasing agent and spending limits	32-33
X	List of town or city owned resources, municipal contracts, or other local resources that can be used during an emergency (if any)	68
X	National Incident Management System (NIMS) Typed Resource List (if applicable)	70
<input type="checkbox"/>	Public Information and Warning	
X	Local VT-Alert managers (if applicable)	38
X	Local website or social media information (if applicable)	39-40
X	List of local media outlets (if applicable)	40
X	Public notice sites (minimum 3 – 2 in town, 1 near town clerk’s office)	40
X	Note that the public can call Vermont 2-1-1 for resources.	41
<input type="checkbox"/>	Organizations and communities requiring additional coordination	
X	List of organizations or communities and contact method	69
<input type="checkbox"/>	Shelters	
X	Local Shelter address, facility contact, shelter manager, staff requirements, services, daytime capacity, overnight capacity (if applicable) (minimum 1)	34-35
<input type="checkbox"/>	Contact Information	
X	Local contacts for emergency management team, response organizations, public works, municipal government, and others including neighboring EMDs	71, 73-74
X	Note that municipalities can call 1-800-347-0488 if they need assistance with a shelter, VT Alert, or resources, but they will usually have to pay for supplies, equipment, or personnel.	42-43

Approval and Implementation

Project Background

Following the flood events of July 2023 and July 2024, the Town of Hardwick partnered with Hardwick Neighbor to Neighbor, the Orleans Southwest Supervisory Union (OSSU), and The Civic Standard to develop a local Addendum to the Hardwick Local Emergency Management Plan (LEMP) that embraces a whole-community approach to emergency preparedness and response. With the support of consultants Cynthia Stuart and Karen Horn, as well as the Vermont Council on Rural Development (VCRD) and key stakeholders, the planning process incorporated expert insight and localized input to assess the Town’s resources, preparedness capacity, and response strategies.

Community partners, including residents, businesses, and civic groups, played a vital role by contributing their lived experiences and perspectives. Town employees coordinated and supported the effort while simultaneously working to raise awareness about disaster readiness across the community. The resulting framework includes The Hardwick Plan, a comprehensive strategy for preparedness, and the establishment of four volunteer-led response areas. Additional details are provided in the Local Emergency Management Plan Addendum at the end of this document.

Plan Developers

The following sections identify the Town of Hardwick’s Emergency Management team and community members who contributed to the development of this plan.

Town of Hardwick’s Emergency Management Team		
	Name	Title
1	David “Opie” Upson	Town Manager and Emergency Management Director
2	Casey Rowell	Finance Director
3	Amanda Fecteau	Communications Coordinator
4	Mike Henry	Police Chief
5	Tom Fadden	Fire Chief (Former) and Road Foreman
6	Kristen Leahy	Zoning & Floodplain Admin/Resilience & Adaptation Coordinator

Community members affiliated with the plan development		
	Name	
1	Helen Beattie	Hardwick Neighbor to Neighbor
2	Larry Fliegelman	Hardwick Neighbor to Neighbor
3	Mary Braun	Hardwick Neighbor to Neighbor
4	Abrah Griggs	Hardwick Neighbor to Neighbor
5	ReginaWdowiak	Hardwick Neighbor to Neighbor
6	Jim Lewis	Hardwick Neighbor to Neighbor
7	Ken Leslie	Hardwick Neighbor to Neighbor
8	Andrea Phelps	Hardwick Neighbor to Neighbor
9	Reeve Basom	Hardwick Neighbor to Neighbor & CAE
10	Nancy Nottermann	Hardwick Neighbor to Neighbor
11	Brendan Buckley	Hardwick Neighbor to Neighbor
12	Ericka Sisk	Hardwick Neighbor to Neighbor
13	Monique Hertzog	Hardwick Neighbor to Neighbor
14	Anne Gilcris	Hardwick Neighbor to Neighbor
15	Lynette Fontaine	Hardwick Neighbor to Neighbor
16	Anne Houston	Hardwick Neighbor to Neighbor
17	Tod Delaricheliere	Orleans Southwest Supervisory Union
18	Joe Houston	Orleans Southwest Supervisory Union
19	Rose Friedman	The Civic Standard
20	Helen Sher	The Civic Standard
21	Maria Amador	The Civic Standard
22	Diane Grenkow	Jeudevine Library Director and Hardwick Neighbor to Neighbor

The Hardwick Plan Adoption Process

The Hardwick Plan will serve as the Town’s Local Emergency Management Plan (LEMP). As stated in 20 V.S.A § 6 and State Emergency Management Plan, the LEMP must be annually reviewed, updated, and adopted between Town Meeting Day (the first Tuesday in March) and June 1. A current LEMP is also required for the Town to receive federal preparedness funds and an increased state reimbursement through the Emergency Relief and Assistance Fund (ERAF).

A publicly warned meeting of the Hardwick Select Board must be held to formally adopt the Hardwick Plan with a majority vote. Once the Hardwick Plan has been approved, the Town Manager and Select Board Chair must sign the Municipal Adoption Form attesting that the LEMP meets the Vermont NIMS requirements and current LEMP Implementation Guidance. The certifying individual (i.e. Town Manager) must possess, at a minimum, Incident Command System (ICS) 402: NIMS Overview for Senior Officials or ICS-100: Introduction to the ICS training certification. The Town will then make the final submission to VEM.

Scope and Objectives

The Hardwick Plan focuses on operations for both small and large-scale disasters, not routine emergencies. It guides the whole community by outlining duties and obligations for effective disaster response. The Hardwick Plan is always in implementation, allowing for selective activation based on situational requirements, and ensures tailored coordination for each situation.

This plan has been developed to provide guidance for Hardwick based upon the following objectives:

- Describe Hardwick’s whole community approach to emergency management.
- Establish the Town’s policy and procedures for emergency response.
- Assign tasks and responsibilities.
- Provide all community members with an understanding of preparedness, response, and short-term recovery activities to improve resiliency.
- Provide a framework for performing emergency functions before, during, and after disaster.

Situation

Hardwick is exposed to many natural and human-caused hazards that have the potential to disrupt the community, cause damage, and create casualties. Hardwick is on the edge of Caledonia County – the Town has direct proximity to Lamoille, Orleans, and Washington Counties. The Town has a population of 2920. The town has a core downtown area and a village center (East Hardwick) that are both located in the upper Lamoille watershed. Due to its location along the Lamoille River and Cooper Brook, much of the commercial district lies within the floodplain. The situational landscape puts Hardwick at high risk for natural hazards such as flash and inundation flooding, winter storms (i.e., snow, ice, cold), ice jams, extreme heat, and severe storms (i.e., hurricane, tropical storms, high winds, heavy rain).

As indicated previously in this plan, Hardwick collaborated to develop a more comprehensive operational plan in response to the catastrophic flooding experienced in July 2023 and July 2024. Hardwick experienced extreme flash flooding and river flooding (inundation) that resulted in extensive damage to homes, businesses, and infrastructure. Many residents and structures were impacted because of the flooding with the path to recovery being long and arduous for many. Some residents were unable to return to their homes.

Climate change predictions for Vermont consist of warming temperatures, shorter winters, and an increase of intense storm events. These predictions will continue to stress the town’s infrastructure and social systems as the frequency and intensity of weather events increase. The environmental and economic consequences of hazards can be significant, particularly to our vulnerable populations (i.e., elderly, young, disabled, etc.). Hardwick’s residents are likely to face challenges in accessing the resources necessary to adequately prepare for these events and recover physically, mentally, and economically after disaster. However, Hardwick is committed to achieving and fostering a whole community disaster management approach that is fully inclusive of vulnerable populations, including individuals with disabilities and those with access needs.

Operational Framework

This section describes the town’s operational framework, which defines the processes to activate this plan, structure of the Town’s Emergency Operations Center to include positions, duties, and locations, as well as the framework for support of volunteer response in four primary areas: Emergency Shelter; the Emergency Communications Team; Emergency Volunteer Mobilization; and the Hardwick Supply and Support Center.

Monitoring and Activation

Monitoring is an ongoing preparedness activity that collects and analyzes information to guide decision making. Information may be collected from a variety of sources, such as through the mainstream media and social media sites, weather prediction offices and sources, local and/or state government, first responder agencies, partners, businesses, and residents. The Town’s Emergency Management Team (EMT) is ultimately responsible for monitoring activities to determine if this plan should be activated. The community should monitor all official Town messages and weather reports to determine if preparedness and/or response actions need to be taken. Position and role-specific procedures related to monitoring and activation are included as annexes to this plan and will be implemented upon plan activation.

Emergency Operations Center Activation

Sections of the Hardwick Plan that apply directly to the town’s operational framework can be activated by any member of the Emergency Management Team, including Town Manager, Fire Chief, Police Chief, Road Foreman, or Finance Director. The Hardwick Plan can be activated prior to, during, and after a disaster. The Hardwick Plan may be activated in whole or in part, depending on the incident. For example, a disaster with widespread impacts across the community will require the full activation of this plan. For special events or monitoring activities (e.g., potential for an ice dam), the Emergency Operations Center may be activated in a limited capacity until the threat level has increased.

Volunteer Activation

When activating the Emergency Operations Center (EOC), the need to activate community volunteers should be considered. Community volunteers can be activated by the Emergency Management Director or their designee in coordination with Hardwick Neighbor to Neighbor, the Orleans Southwest Supervisory Union (OSSU), the Civic Standard, or Northeast Kingdom Organizing (NEKO). Volunteers can be activated prior to, during, and after a disaster as necessary. If a disaster event is predicted to occur, Volunteers should be partially activated to assist the community with preparedness activities, such as establishing the Emergency Shelter and preparing Emergency Communications. Unpredictable, or sudden, disaster incidents may occur.

Incident Levels

Incident levels assist the community by recognizing the degree of mobilization of a particular situation. Emergencies and planned events will not always fit neatly into incident levels, and any incident has the potential to intensify or expand to a high level.

Level 1	A Level 1 incident is a minor and localized incident that is quickly resolved within existing community resources or limited outside help. A Level 1 incident has little or no impact on the whole community. Level 1 incidents typically do not require the activation of The Hardwick Plan, Emergency Operations Center, or community volunteers. However, planned events within the town may require the activation of the EOC. Examples of Level 1 incidents include planned events, small fires, limited-duration power failures, routine weather events, and standard fire and police response.
Level 2	A Level 2 incident is a significant event or threat that requires response by more than one department/response agency due to special or unusual characteristics or is beyond the scope of available local resources. Level 2 incidents may require partial implementation of the Hardwick Plan, Emergency Operations Center, or community volunteers. Examples of Level 2 incidents include large or multiple structure fires, structural collapse, extended power or utility outage, significant weather events, or an external emergency that may affect response agencies or operations.
Level 3	A Level 3 incident is a significant disaster or imminent threat involving the coordinated response of the community to save lives and protect property. Significant disasters may cause a wide range of impacts, such as those requiring the evacuation and sheltering of residents. The Hardwick Plan, Emergency Operations Center, and community volunteers will be activated. Examples of Level 3 incidents include major flooding (like July 2023 or July 2024), extended power outages caused by extreme heat or winter weather, and hazardous material spills.

Deactivation

Each incident will be evaluated to determine the need for continued operation of the Emergency Operations Center and/or community volunteers after the emergency response phase of the incident has been completed. The Emergency Management Director or their designee makes this decision.

During the short-term recovery phase for a major disaster, it may be desirable to continue to operate the Emergency Operations Center and community volunteers during the day with limited staffing to facilitate the dissemination of information and resources.

Once the decision has been made to limit hours/staff or close the Emergency Operations Center and/or community volunteers, the notification must be disseminated to the same agencies that were notified when they were activated. If necessary, the Emergency Operations Center and/or community volunteers may be re-opened or re-initiated at any time.

Emergency Operations Center Positions and Duties

Emergency Operations Center Roles and Responsibilities

This section defines the roles and responsibilities of the Emergency Operations Center (EOC) structure, including the identification of lead and support / secondary staff to fill these functions. Several functions with the EOC structure are led and supported by similar individuals and organizations.

Position	Duties	Potential Staff/ Partners
Emergency Operations Center Director	Supervises and directs all EOC activities, coordinates municipal support and response, assigns duties, and acts as a liaison with Vermont Emergency Management (VEM) and/or Federal Emergency Management Agency (FEMA).	Lead: Emergency Management Director – Town Manager Support/Secondary Staff: Police Chief, Fire Chief, Road Foreman, Finance Director
Public Information Officer	Responsible for communicating information about an incident to the public, media, and other agencies and ensuring that messaging is consistent throughout all support positions. Typically, this role is public facing and may require on-camera interviews with media.	Lead: Town Manager Support/Secondary Staff: Resilience & Adaptation Coordinator, Fire Chief, Police Chief, Communications Coordinator, Finance Director
Planning Section	Collects situation and resource status information, evaluates it, and processes the information to maintain situational awareness of the disaster.	Lead: Zoning and Floodplain Administrator Support/Secondary Staff: Town Manager, Communications Coordinator, Finance Director
Logistics Section	Supports Emergency Operations Center tasks by providing facilities, communications infrastructure, supplies, equipment, and food/water.	Lead: Communications Coordinator Support / Secondary Staff: Town Manager, Finance Director, Zoning and Floodplain Administrator
Finance Section	Manages all financial aspects of an incident, including documenting and tracking expenditures.	Lead: Finance Director Support / Secondary Staff: Town Manager,
Operations Section	Manages the Emergency Support Functions (ESFs), including the coordination of resources and collection of status reports to maintain situational awareness. Information and requests are provided to the EOC Director.	Lead: Town Manager Support / Secondary Staff: Fire Chief, Police Chief, Road Foreman, Finance Director, Zoning and Planning Administrator

<p>Emergency Support Function #1: Administration and Communications</p>	<p>Ensure day-to-day functions of the Town are operating, approve emergency expenditures, tracks documents and finances, and craft public alerts and messages. This position includes the Public Information Officer (PIO).</p>	<p>Lead: Town Manager Support / Secondary Staff: Finance Director, Communications Coordinator, volunteers of the Emergency Communications Team</p>
<p>Emergency Support Function #2: Infrastructure</p>	<p>Oversee the town’s infrastructure and coordinate the emergency repairs of critical infrastructure (i.e., roads, water/wastewater). Coordinate with utility providers to report damage and repairs. Regularly communicates with dam owners and Vermont Dam Safety to monitor potential dam emergencies.</p>	<p>Lead: Road Foreman Support / Secondary Staff: Those with oversight of District Heat, Water Resource Recovery, Water & Sewer, Water Treatment, electric utility, communications infrastructure (i.e., internet, cell, radio), dam owners. Hardwick Electric Department.</p>
<p>Emergency Support Function #3: Economic Development</p>	<p>Disseminate official communications to businesses, coordinate resources, collect damage information from impacted businesses.</p>	<p>Lead: Resilience & Adaptation Coordinator Support / Secondary Staff: businesses, non-profit organizations</p>
<p>Emergency Support Function #4: Community Resources</p>	<p>Monitor and oversee the condition of Town-owned parks, disseminating messages on condition and closures as needed. Additionally oversee Hardwick’s historical and cultural assets.</p>	<p>Leads: Road Foreman, Hardwick Historical Society, Jeudevine Memorial Library Support / Secondary Staff: Conservation districts, Vermont Agency of Natural Resource, Vermont Historical Society</p>
<p>Emergency Support Function #5: Emergency Assistance</p>	<p>Coordinate resources to impacted families and individuals, oversee volunteer management, activate local shelters and coordinate with the American Red Cross. Coordinate with vulnerable population organizations to link requests for assistance and resources. Emergency Communications Team distributes that messaging.</p>	<p>Lead: Town Manager, Resilience & Adaptation Coordinator Support / Secondary Staff: Long- Term Recovery Groups (kuRRve and Learn), Hardwick Neighbor to Neighbor, Hardwick Health Center, Hardwick Area Rescue, Rural Edge, American Red Cross, Hardwick Area Food Pantry, the Civic Standard</p>

<p>Emergency Support Function #5: Emergency Assistance – Food Security</p>	<p>Access to food is an important component of community stability during emergencies and short-term recovery. In Hardwick, food pantries and meal providers support residents on a regular basis and may experience increased demand following disruptive events. During emergencies, the Town supports food access primarily through coordination, information sharing, and connection to existing services.</p> <p>If normal food access is disrupted beyond what existing providers can reasonably support, the EOC will document unmet food needs as part of Emergency Assistance activities and coordinate requests for external support.</p>	<p>Leads: Town Manager, Resilience & Adaptation Coordinator</p> <p>Support/Secondary Staff: Hardwick Area Food Pantry, Center for an Agricultural Economy, Buffalo Mountain Market</p>
<p>Emergency Support Function #6: Public Safety</p>	<p>Develop and coordinate tactical operations to protect life and property.</p>	<p>Leads: Fire and Police Chiefs</p> <p>Support / Secondary Staff: Search and Rescue, Hardwick Area Rescue, and other first responder personnel, Medical Reserve Corp (MRC)</p>

Emergency Support Function Crosswalk

The National Response Framework (NRF) is the nation’s guide to respond to all types of disasters and emergencies. It builds upon the scalable, flexible, and adaptable concepts identified in the National Incident Management System (NIMS) to align key roles and responsibilities. Hardwick organizes its response structure to align with this national guidance through Emergency Support Functions (ESFs), defined as groups that provide support to critical community functions throughout the lifetime of disaster. Under the NRF, there are fifteen ESFs designed to organize and support these critical functions. To align Hardwick’s operational framework with state and federal frameworks, ESFs have been combined into six categories in alignment with the current response capabilities of town departments and partners as detailed below.

Federal ESFs	Federal ESF Definition	Town ESFs
<p>ESF #1: Transportation</p>	<p>Management of transportation systems and infrastructure.</p>	<p>ESF #2: Infrastructure</p>

ESF #2: Communications	Restoration of communications infrastructure, coordinates communications support to response efforts, facilitates the delivery of information, and assists in the stabilization and re-establishment of systems and applications during incidents.	ESF #1: Administration and Communications
ESF #3: Public Works and Engineering	Assessment of pre- and post-incident assessment of public works and infrastructure, providing technical assistance to include engineering expertise and construction management as well as emergency repair of damaged public infrastructure.	ESF #2: Infrastructure
ESF #4: Firefighting	The detection and suppression of wildland, rural, and urban fires resulting from, or occurring with, an all-hazard incident.	ESF #6: Public Safety
ESF #5: Information and Planning	Collects, analyzes, processes, and disseminates information about a potential or actual incident, and conducts deliberate and crisis action planning activities to facilitate the overall activities in helping the whole community.	ESF #1: Administration and Communications
Federal ESFs	Federal ESF Definition	Town ESFs
ESF #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services	Provides life-sustaining resources, essential services, and statutory programs when the needs of disaster survivors exceed local, state, and federal government capabilities.	ESF #5: Emergency Assistance
ESF #7: Logistics	Integrates whole community logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capability and resources of local partners in support of both responders and disaster survivors	ESF #1: Administration and Communications
ESF #8: Public Health and Medical Services	Supplements local, state, and federal resources in response to a disaster that may lead to public health, medical, behavioral, or human service emergency.	ESF #5: Emergency Assistance
ESF #9: Search and Rescue	Deployment of Search and Rescue resources to provide lifesaving assistance to the community.	ESF #6: Public Safety
ESF #10: Oil and Hazardous	Provides support in response to an actual or potential discharge and/or release of oil or	ESF #6: Public Safety

Materials Response	hazardous materials.	
ESF #11: Agriculture and Natural Resources Annex	Organizes and provides support to protect the community’s agricultural, natural, and cultural resources during disasters.	ESF #4: Community Resources
ESF #12: Energy	Coordinates and supports energy systems and their providers on damages, including the dissemination of outage information to the community.	ESF #2: Infrastructure
ESF #13: Public Safety and Security	Aids law enforcement when a disaster exceeds the current capabilities of police to protect the community.	ESF #6: Public Safety
ESF #14: Cross-Sector Business and Infrastructure	Coordinates and supports businesses, Town partners, and critical infrastructure to stabilize community lifelines.	ESF #3: Economic Development
ESF #15: External Affairs	Provides accurate, coordinated, timely, and accessible information to the whole community.	ESF #1: Administration and Communications

Emergency Operations Center Structure

During emergency operations and upon activation of the Emergency Operations Center, EOC staff will assemble and exercise direction and control, as outlined below.

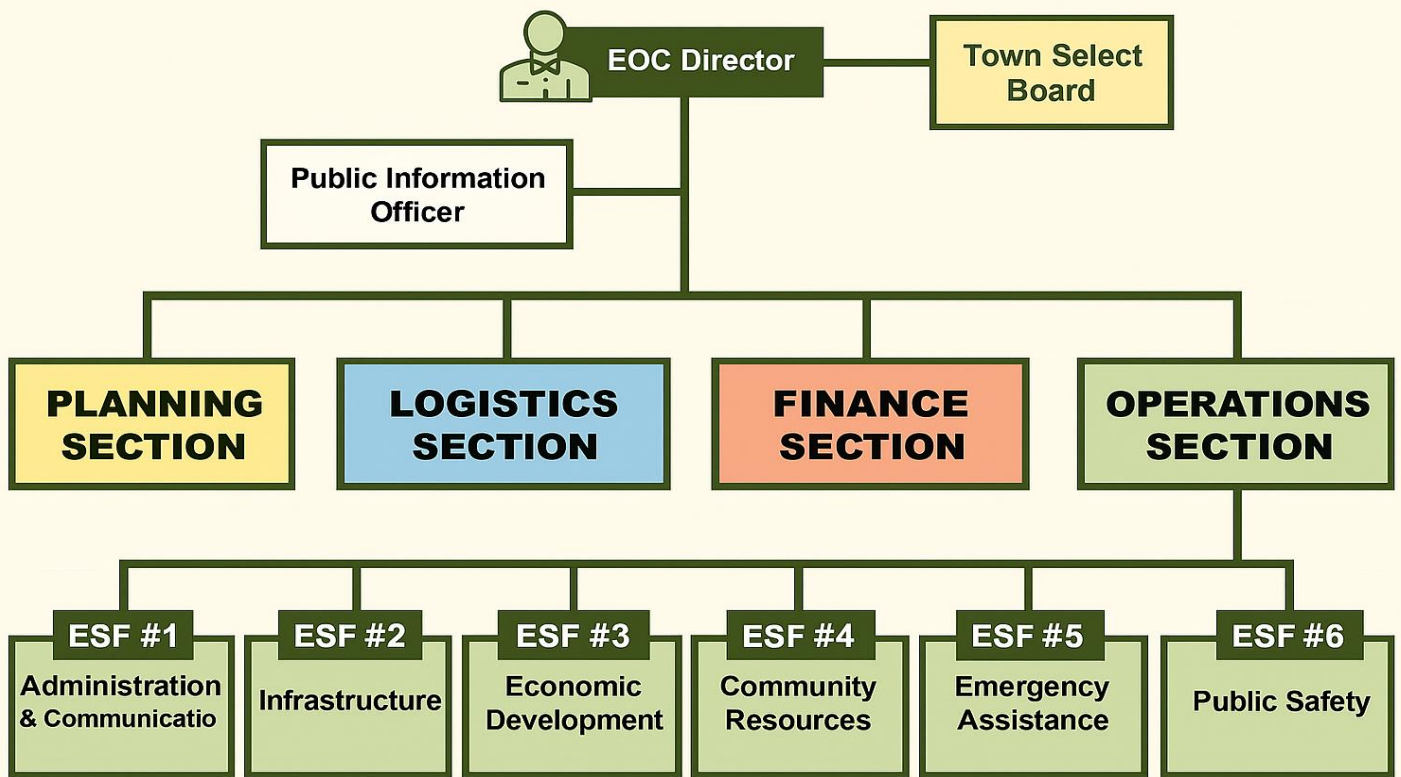


Figure 3: Emergency Operations Center Organizational Chart

Volunteer Management

This section describes how community volunteers, in coordination with Hardwick and its partners, will assist the Town with preparation, response and recovery from disaster. This will be achieved through a comprehensive volunteer management program. Specifically, this section will cover the following:

- Coordinating disaster activities of solicited and unsolicited volunteers; and
- Registration, tracking, and/or reporting of volunteer hours.

Hardwick has previously faced disasters that required the coordination of volunteers to support response and recovery activities and will continue to face future disasters. When planning for the coordination and management of volunteers, the following should be considered:

- In large-scale emergencies, volunteers are most valuable when they are well integrated into a coordinated response. An un-coordinated response can result in a surge of spontaneous/unaffiliated volunteers that may jam distribution channels, overwhelm town government and community volunteers, and hamper response operations.
- Despite good intentions, spontaneous/unaffiliated volunteers during a disaster are often underutilized and can be problematic for established response agencies.
- Careful planning reduces problems associated with spontaneous, unaffiliated volunteers.
- The timely release of information to the public regarding needs and collection points is essential to the management of donated goods and services.

- Coordinating the efforts of multiple volunteer agencies is necessary to avoid duplication of effort and redundancy in the provision of services. Hardwick Neighbor to Neighbor, Northeast Kingdom Organizing (NEKO) and the Medical Reserve Corps are all potential resources for workforce beyond Emergency Medical Services.
- To maximize utility and minimize loss, hard resources such as generators, sump pumps, dehumidifiers and other equipment must be tracked. (See the Hardwick Supply and Support Center)

Roles & Responsibilities

This section identifies critical roles and responsibilities for community volunteers during each phase of emergency management to inform what activities might be performed before, during, and after an emergency to support volunteer management. This list is not exhaustive and should be utilized as a starting point for volunteer management processes.

- Preparedness
 - Coordinate the regular review and maintenance of this section of The Hardwick Plan.
 - Maintain the operational capacity to support volunteer activities.
 - Coordinate with the Finance Director to ensure finance tracking processes are in place.
 - Facilitate, in coordination with Hardwick and community partners, the recruitment, training, and equipping of a cadre of disaster relief volunteers.
 - Maintain an inventory of available volunteer and material resources to support response and recovery activities.
 - Establish a system for tracking volunteers and matching them with the services needed
- Response
 - Coordinate and provide situational updates to the Emergency Operations Center to foster a common operating picture.
 - Coordinate the establishment of a volunteer reception center to facilitate the receipt, registration, and referral of volunteers and donations (at the Jeudevine Memorial Library)
 - Coordinate with Hardwick partners and other community organizations to identify unmet needs and assign volunteers and donations to address those needs.
 - Utilize agreed-upon system to track and inventory the use of donations at the Hardwick Supply and Support Center.
 - Coordinate with the Emergency Communications team to communicate information to the public about how to volunteer.
 - Ensure volunteers have the appropriate Personal Protective Equipment (PPE).
 - Document all household needs information (i.e., requests for assistance) for potential FEMA reimbursement with the Zoning and Floodplain Administrator.
- Short-Term Recovery
 - Coordinate with town partners and other community organizations to identify unmet needs and assign volunteers to address those needs.
 - Track and inventory the use of volunteers and donations.
 - Coordinate with the Emergency Communications team to communicate available recovery resources to the public.
 - Participate in all after-action activities and implement corrective actions as appropriate.
 - Demobilize community volunteers at the direction of the Emergency Management Director.

Emergency Operations Center Locations

Hardwick has a physical EOC location at the Hardwick Town Offices and a back-up EOC location at the Police Station.

Primary Emergency Operations Center

Location:

Hardwick Town Offices, Memorial Building
Primarily in the Town Manager's Office
20 Church Street,
Hardwick VT 05843

Phone Number: 802-472-6120

Available Assets: Wi-Fi; Generator; Limited Air Conditioning; Electrical Plugs; Proximity to Emergency Shelter(s), Hardwick Supply and Support, Community volunteer operations base, HED Main Office, Hardwick Area Rescue Services Building, Town Garage, Hardwick Area Food Pantry, Hardwick Area Health Services, and Police Station.



Hardwick Resilience Hub

Location:

Jeudevine Memorial Library
93 North Main Street
Hardwick VT 05843

Phone Number: 802-472-5948

Available Assets: Wi-Fi; Air Conditioning; Electrical Plugs; Proximity to Emergency Operations Center, Emergency Shelter(s), Hardwick Supply and Support Center, HED Main Office, Hardwick Area Rescue Services Building, Town Garage, Hardwick Area Food Pantry, Hardwick Area Health Services, and Police Station.



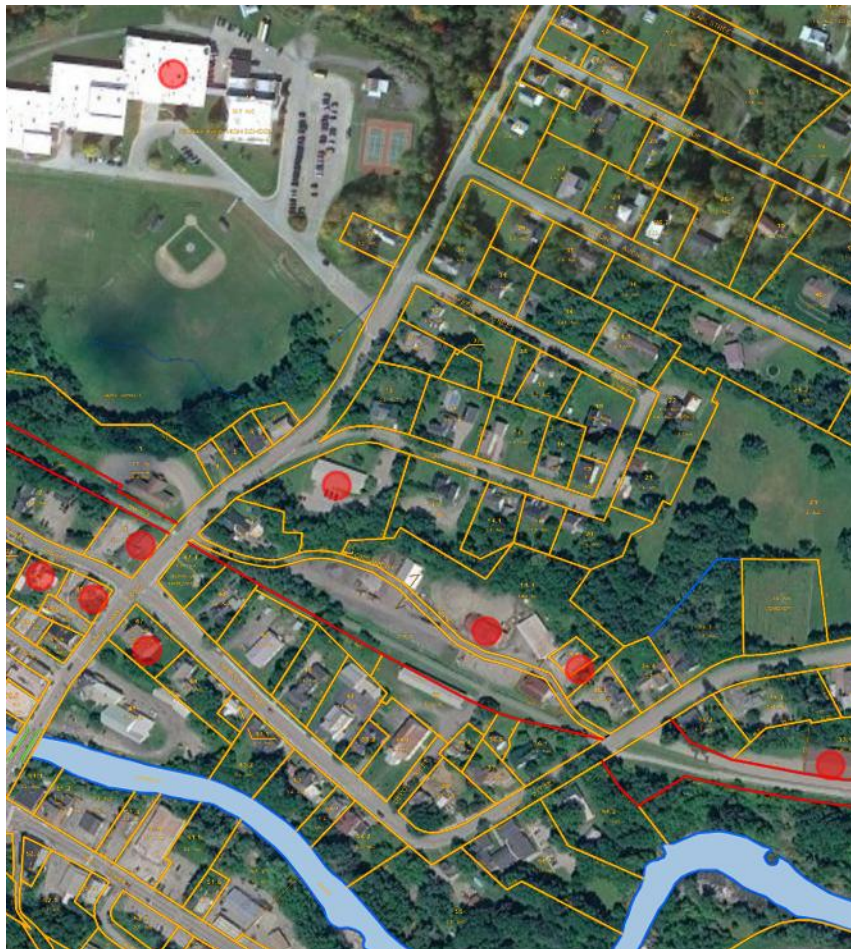
Hardwick Area Supply and Support Center and Community Volunteer Operations Base

Location:

Hardwick Police Station and Senior Center
56 High Street,
Hardwick VT 05843

Phone Number: 802-472-5475

Available Assets: Wi-Fi; Generator; Air Conditioning; Electrical Plugs; Proximity to Emergency Operations Center, Emergency Shelter(s), HED Main Office, Hardwick Area Rescue Services Building, Town Garage, Hardwick Area Food Pantry, Hardwick Area Health Services, and Police



Roles & Responsibilities

Town personnel and their partners have varying day-to-day operations and will continue to do so during emergency operations. This section assigns responsibilities specific to a disaster, emergency, or general activation of volunteers to specific departments and organizations. Town personnel and partner organizations may have various roles and responsibilities throughout an emergency's duration. Therefore, the emergency management command structure must be established to support response and recovery efforts that also maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources.

Some Town departments have emergency functions that are like their regular duties, like the Hardwick Police and Fire Departments. These departments are responsible for developing and maintaining their procedures for conducting these functions during a disaster.

Emergency Management Program Structure

This section defines the roles and responsibilities of the Town Emergency Management Team, Primary Partners, Secondary Partners, Residents, and Businesses.

Town Emergency Management Team

Hardwick does not have an office or division of emergency management services separate from its existing departments. For this plan, the structure will be referred to as the Town Emergency Management Team (EMT). The Town Manager is the appointed Emergency Management Director (EMD) unless otherwise delegated. The Emergency Management Team is responsible for the activities conducted within its jurisdiction and includes elected, appointed, and assigned executives with emergency management-related responsibilities. The roles and responsibilities of the Emergency Management Team are described throughout this plan to clarify the community's emergency management structure further.

The Emergency Management Director may delegate the authority to lead response and recovery actions to other town staff. On a day-to-day basis, this authority is delegated to the Fire, Police, and Public Works Departments for incidents over which those departments would be the lead agencies. All departments have the power to establish control of such an incident. Operational control of the scene shall remain with the lead agency as Incident Commander.

The table below details the members of the Emergency Management Team.

	Title
1	Town Manager and Emergency Management Director
2	Finance Director
3	Communications Coordinator
4	Police Chief
5	Fire Chief
6	Road Foreman
7	Resilience & Adaptation Coordinator/ Zoning & Floodplain Administrator (Planning)
8	Wastewater Treatment Facility Operator
9	Hardwick PD Dispatch

Key general responsibilities of members of the Emergency Management Team include:

- Establishing strong working relationships with local leaders and core community partners;
- Leading and encouraging the whole community to focus on preparedness by participating in planning, training, and exercises;
- Ensuring that local emergency plans consider the needs of:
 - The jurisdiction, including persons, property, and structures;
 - Community-led organizations and businesses;
 - Disability, Access, and Functional Needs (DAFN) populations, including unaccompanied children, unhoused, and those with service animals; and
 - Individuals with household pets.
- Encouraging residents to participate in volunteer organizations and training courses.

Emergency Management Director (EMD)

The Town Manager serves as the EMD for Hardwick, who is ultimately responsible for working with the Emergency Management Team to ensure that unified objectives regarding the town’s emergency plans and activities and coordinates all components of the EMT, including assessing the availability and readiness of local resources required during an incident and identifying and correcting any shortfalls.

The following tasks are the responsibility of the EMD:

- Ensuring the planning and general preparedness activities of the government and maintenance of this plan as well as relevant procedures.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining executive team and emergency management contact list.
- Ensuring the operational capability of the Emergency Operations Center (EOC).
- Activating the Emergency Operations Center.
- Keeping the governing body apprised of Hardwick’s preparedness status and anticipated needs.
- Cultivating relationships with the whole community to meet identified emergency preparedness gaps.
- Coordinating and facilitating regular training and exercise to maintain proficiency in response operations.

Town Manager

The Town Manager is responsible for continuity of government, overall direction of town emergency operations, and serves as the Public Information Officer (PIO) unless otherwise assigned.

The following tasks are the responsibility of the Town Manager:

- Ensuring that all town departments develop, maintain, and exercise their respective services.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Declaring a state of emergency and acting as the Emergency Operations Center Manager.
- Implementing the policies and decisions of the governing body.
- Ensuring that plans are in place to protect and preserve town records.
- Serving as staff advisor to the Select Board for emergency matters.
- Serving as day-to-day liaison between the town and Emergency Management Team.
- Maintaining liaison with organized emergency volunteer groups, partners, and other organizations.
- Work with Departments to provide for the general preparedness of town employees and ensure employees know what their roles and responsibilities are during disaster.
- Coordinating with the State of Vermont executive, judicial, and legislative branches points of contact.

First Responder Departments

The Hardwick Fire and Police Departments are ultimately responsible for maintaining public safety and responding to daily emergencies. The Fire Chief and Police Chief are members of the Emergency Management Team. The town's first responders assess the availability and readiness of local resources required during an incident, subsequently identifying and correcting any shortfalls.

The following tasks are the responsibility of the First Responder Departments:

- Ensuring first responder personnel are trained to the maximum extent possible.
- Maintaining situational awareness within the EOC and on-site operations.
- Coordinating with mutual aid and state-level response entities (e.g., Search and Rescue) to address threats to life and property.
- Monitoring threats to EOC and community volunteer locations, moving operations to a safer location when needed.

Hardwick Road Foreman

Hardwick's Public Works department provides essential services to sustain critical infrastructure, such as roads, district heating, buildings maintenance, water, and sewer. The Road Foreman is a member of the Emergency Management Team. During emergencies, the Road Foreman is ultimately responsible for monitoring and repairing the town's critical infrastructure. Additionally, the Road Foreman closely coordinates with First Responder Departments to close and clear roadways and manage traffic.

The following tasks are the responsibility of the Road Foreman:

- Coordinating with the Communications Coordinator and the Emergency Communications Team to relay status information on the town's critical infrastructure, such as boil-water notices and road closures.

- Supporting First Responder Departments with road closures, debris clearing, and traffic management.
- Monitoring the status of critical infrastructure during disasters.
- Conducting emergency repairs to critical infrastructure, as feasible.
- Documenting and tracking emergency response expenditures to include personnel hours, equipment hours, and purchased supplies.
- Assisting with damage assessments of critical infrastructure.

Communication Coordinator and the Emergency Communication Team

The Emergency Communication Team, led by the Communications Coordinator, is responsible for crafting and disseminating information to the public related to ongoing response and recovery operations. More detailed information on the Emergency Communication Team and emergency communication processes is located within the *Communications* section.

The following tasks are the responsibility of the Emergency Communication Team:

- Ensuring timely and succinct emergency response and recovery information is disseminated to the public through official town channels during emergencies that affect Hardwick.
- Coordinating with town partners on messaging.
- Managing media requests.
- Monitoring communication channels for misinformation and subsequently addressing misinformation when needed.

Community Volunteers

Emergency Volunteer Mobilization and the Hardwick Supply and Support Center are responsible for all volunteer management during disasters. During emergencies, this responsibility includes recruiting and organizing volunteers, and aiding residents and businesses. More detailed information is located within the *Volunteer* section and the local addendum to the LEMP – following the Hardwick Plan.

Town Personnel and Elected Officials

Outside of the Emergency Management Team, other Town Personnel and Elected Officials will bear responsibilities during times of disaster. At minimum this includes the Select Board.

Hardwick Select Board

The Select Board has the ultimate responsibility for policy, budget, and political direction for the town government. During emergencies, this responsibility includes encouraging community involvement and assistance, issuing policy statements as needed to support response and recovery actions and activities, and coordinating with the Town Manager to ensure continuity of government.

The following tasks are the responsibility of the Select Board:

- Adopting The Hardwick Plan and other emergency management-related resolutions.
- Acting as a liaison to the community during disaster consistent with official Hardwick communications.
- Acting on emergency funding needs.
- Attending communication briefings (as able)

- Disseminating information to the public on available resources and assistance that is consistent with official town communications.
- Responding to media requests in alignment with official town communications.

Finance Director

The Finance Director serves as the financial and documentation arm for the town, overseeing the day-to-day management of the town’s finances and grant financial activities. During emergencies, this responsibility includes documenting all disaster-related costs incurred and damages for potential FEMA reimbursement.

The following tasks are the responsibility of the Finance Director:

- Supporting departments with the timely and efficient documentation of disaster- related costs.
- Tracking and accumulating all disaster-related costs.
- Reporting all disaster-related costs to the Town Manager.
- Adhering to FEMA cost tracking requirements for potential reimbursement.
- Communicating with volunteer leadership to obtain consistent tracking of volunteers and donations.

Resilience & Adaptation Coordinator

The Resilience & Adaptation Coordinator is responsible for supporting the Town's efforts in planning, preparedness, response, and recovery before, during, and after a disaster event. This position serves as a central point of coordination to ensure that the needs of the community, particularly businesses, farms, and residents, are met through effective engagement, resource navigation, and recovery support.

The following tasks are the responsibility of the Resilience & Adaptation Coordinator:

- Assessing and addressing unmet needs of Town Businesses, Farms, and Residents following a disaster or disruption.
- Connecting impacted individuals and organizations with available resources, programs, and services at the local, state, and federal levels.
- Organizing and leading regular community forums to gather input, share updates and identify evolving challenges related to emergency response and long-term recovery
- Assisting in managing community volunteers and donations, as detailed in the Volunteer Management section of the emergency plan.
- Collaborating with the Zoning and Floodplain Administrator to identify and document properties affected by disasters, with a focus on prioritizing areas for mitigation and assistance
- Researching and applying for recovery-related funding sources and grant programs to support municipal resilience and adaptation projects.

Key Partners

To enhance the Town’s emergency management program, strong collaboration with **Key Partners** is essential. These organizations play a critical role in the community’s ability to withstand and recover from disasters. The following groups are recognized as Key Partners in Hardwick’s emergency planning and response framework:

- **Hardwick Neighbor to Neighbor**
- **Jeudevine Memorial Library**

- **Hardwick Electric Department**
- **Hardwick Area Food Pantry**
- **The Civic Standard**
- **Hardwick Area Health Services**
- **Orleans Southwest Supervisory Union (OSSU)**
- **Hardwick Area Rescue Services**
- **The Center for an Agricultural Economy (CAE)**
- **Medical Reserve Corp (MRC)**
- **Northeast Kingdom Organizing (NEKO)**

Community-Based Support

Hardwick Neighbor to Neighbor, The Civic Standard, Northeast Kingdom Organizing (NEKO), Medical Reserve Corp (MRC) and The Center for an Agricultural Economy (CAE) are local nonprofit organizations that provide essential support both during and outside of disaster events.

- During emergencies, these organizations coordinate closely with the Town to mobilize and deploy volunteers, and to organize and distribute donations to affected businesses, farms, and residents.
- In non-emergency ("blue sky") conditions, they help the community prepare for future disasters through outreach, education, preparedness events, and network building.

Responsibilities of Key Partners

Key Partners are tasked with supporting the Town’s emergency and recovery operations in the following ways:

- Assisting with volunteer coordination and donation distribution during emergencies as able.
- Providing facilities, staffing, or communications support as able (e.g., cooling centers, charging stations, wellness checks)
- Supporting public information sharing and community outreach before, during, and after a disaster
- Participating in local emergency planning and preparedness initiatives
- Identifying vulnerable populations and working to ensure their needs are met in response and recovery efforts
- Supporting continuity of essential services, such as electricity, emergency medical response, or information access

Secondary Partners

Hardwick has several Secondary Partners in the form of community, non-profit, vulnerable population support, schools, and faith-based organizations that assist the community with response and recovery activities. These Secondary Partners support the identification and disbursement of resources, such as housing, food, substance use, volunteers, and donations. These essential services enhance the capabilities of the Town to assist the whole community by providing specialized knowledge and expertise to address specific challenges. A list of partners that fall under this category can be accessed in the following section: Secondary Partners.

Key general responsibilities of Secondary Partners include:

- Coordinating with the Emergency Operations Center to provide situational awareness and to receive requests for assistance.

- Coordinating with the Emergency Communications Team to disseminate information related to available resources and assistance.
- Acting as a liaison between residents and businesses with Hardwick officials.
- Coordinating with Emergency Volunteer Mobilization and the Hardwick Supply and Support Center and to reduce redundant activities related to volunteers.
- Assisting vulnerable populations, such as obtaining translation services for non-English speakers, handing out meals, and arranging for emergency housing.
- Supporting the maintenance of the Hardwick Plan during blue sky conditions.
- Participating in planning activities to improve future response efforts. This includes the development/update of plans, participating in tabletop exercises, and after-action reporting.

Long-Term Recovery Groups: LEARN and kuRRve

kuRRve was created after the July 2023 floods to serve as a Long-Term Recovery Group (LTRG) to assist residents recovering from the impacts of floods and other emergencies in the Caledonia, Essex, and Orleans counties. The Long-Term Recovery Group assists residents recovering from a variety of disasters by providing resources, technical assistance, financial support, and volunteer labor. LEARN also covers the Lamoille River Watershed, and although their area of coverage is in Lamoille County, the group helps Hardwick in times of emergency.

The following tasks are the responsibility of LEARN and kuRRve

- Disseminating information on available recovery resources to residents pre- and post- disaster.
- Coordinating with the Resilience and Adaptation Coordinator and the Emergency Supply and Support Center to disseminate information and resources specific to impacted residents.
- Assessing and assisting residents with unmet needs.
- Coordinating with the Emergency Management Team to provide information on residents with unmet needs to maintain situational awareness.
- Coordinating with Key Partners, the Town, and Secondary Partners to assist with individual and family recovery.
- Identifying resources (physical or monetary) and connecting them with residents in need.

Community Members

The implementation of the Hardwick Plan is the responsibility of the *whole community*, including the residents and businesses that call Hardwick their home. For the Hardwick Plan to be successful, residents and businesses should take all steps possible to prepare for, respond to, and recover from disaster. The following sections detail the responsibilities of residents and businesses and farms.

Hardwick Businesses and Farms

Because flooding in Hardwick tends to be concentrated on the Lamoille River, recent major disasters (i.e., July 2023 and July 2024 flooding) have disproportionately impacted Hardwick businesses and farms. For many of these businesses, the path to recovery was long and in some cases, businesses were unable to re-open or return to farming on floodplain fields. Therefore, businesses and farms should prepare, to the greatest extent possible, for future disasters.

The following tasks are the responsibility of businesses and farms:

- Coordinating with the Resilience and Adaptation Coordinator to understand the risk of future disaster and to understand how the community responds to and recovers from disaster.

- Establishing policies related to emergency response to ensure the business or farm can quickly recover and reopen.
- Signing-up for TEXTMYGOV (Text “HARDWICK” to 91896) AND [VT-Alert](#) to receive real-time communications from the Town and State.
- Becoming familiar with Town requirements to reopen after disaster.
- Reporting business or farm damage to the Resilience and Adaptation Coordinator for tracking purposes.
- Additional responsibilities and suggested action items are in *Operational Checklists – Businesses and Farms*.

Hardwick Residents

During times of disaster, residents can be subjected to threats to life and property. As evidenced by previous disasters, residents can be displaced from their homes or face home damages that are costly, making it difficult to recover and remain within the community. Therefore, residents should prepare, to the greatest extent possible, for future disasters.

The following tasks are the responsibility of residents:

- Understanding the risks they may face where they live to prepare for potential disaster.
- Reviewing their rental or homeowners’ insurance to ensure potential future damages are covered. If feasible, obtain rental or homeowners’ insurance if they don’t have it.
- Sign-up for TEXTMYGOV (Text “HARDWICK” to 91896) AND [VT-Alert](#) to receive real-time communications from the TOWN and State.
- Participate in emergency management planning activities hosted by the Community.
- Additional responsibilities and suggested action items are in *Operational Checklists - Residents*

Town Financial Management

During an emergency, the Town will find it necessary to redirect its funds to respond to the incident effectively. Acting as the Emergency Management Director, the Town Manager or their designee has the authority to approve emergency expenditures. To ensure a timely response, there is no threshold for emergency expenditures. The Select Board gives the Town Manager and/or their designee the authority to award contracts and make purchases for the purpose of addressing the public emergency following the Town’s purchasing policy for emergencies.

When the Hardwick Emergency Operations Center is activated, the Finance Director will staff the Finance Section to manage and track financial matters. Expenditure reports and other documents related to the incident will be submitted to the finance section to spot any budget gaps.

All disasters should be well documented, and expenses tracked in anticipation of a potential disaster declaration. An approved disaster declaration opens a reimbursement process under the FEMA Public Assistance (PA) program and/or the Federal Highway Administration. Additionally, well-tracked documentation of disaster-related damages may assist the Town with grant applications, such as those available through FEMA. Below is a summary of best practices for documentation and finance tracking during disaster.

- Timesheets of all paid Town staff that performed response duties.
- Vehicles or equipment utilized, as well as how many hours they were used and their specific purpose.
- Photos or **videos** and GPS coordinates or maps of all public infrastructure damage.
- For emergency infrastructure repair, receipts or proof of materials utilized and their cost.
- Receipts of emergency purchases (e.g., cones, reflective vests, sandbags, etc.).
- Costs related to the activation of volunteers, including supplies purchased and utilized.
- Volunteer and goods donations
- Costs related to opening local shelters.

All disaster declarations are requested by VEM. The latest financial management requirements are available through [VEM's FEMA PA Program](#).

Town of Hardwick Purchasing Policy (2025)

The following language relates to unusual and/or emergency situations:
 “EXCEPTIONS.

...

4. Emergency Purchases. The Town Manager may authorize emergency purchases without a bid process when delay would endanger persons or property or substantially impair services.”

Shelters/Cooling Centers

Shelter Locations

The Hardwick Emergency Shelter, when activated by the Emergency Management Director or assignee, will open and operate a local shelter. Community members will be directed to go to the Hazen Union School for sheltering needs. A back-up location is the Hardwick Elementary School. The Emergency Shelter component of the Local Emergency Management Plan Addendum is operated with a collaboration of the Town, the OSSU and the Civic Standard.



Hazen Union High School

Location:

Hazen Union High School

126 Hazen Drive

Hardwick VT 05843

Contact: Tod Delaricheliere

Memorandum of Understanding has been signed

Cell Phone Number: (802) 535-6687

Available Assets: Wi-Fi; Generator; Limited Air

Conditioning; Electrical Plugs; Proximity to Hardwick

Supply and Support, Community volunteer operations base,



HED Main Office, Hardwick Area Rescue Services Building,

Town Garage, and Police Station.

Capacity: 500

Pets are allowed.

Showers, food prep, overnight facilities.

Typically utilizes the gym entrance next to the main parking area. Look for the signs.

Vermont Disaster Animal Response Team has provided supplies and training for the support of animals during an emergency. (Memorandum of Understanding has been signed – Additional information can be found in the Annex)



Hardwick Elementary School

Location:

Hardwick Elementary School
135 South Main Street
Hardwick VT 05843

Contact: Tod Delaricheliere
Memorandum of Understanding has been signed.

Cell Phone Number: (802) 535-6687
Available Assets: Wi-Fi; Limited Air Conditioning; Electrical Plugs; Proximity to Hardwick Supply and Support, Community volunteer operations base, HED Main Office, Hardwick Area Rescue Services Building, Town Garage, and Police Station.
Capacity: 300
Pets are not allowed.
Showers, food prep, overnight facilities.



Cooling Center

Location:

Jeudevine Memorial Library
93 North Main Street
Hardwick VT 05843

Contact: Diane Grenkow, Library Director

Building Phone Number: (802) 472-5948

Available Assets: Wi-Fi; Air Conditioning; Electrical Plugs; Proximity to Hardwick Supply and Support, HED Main Office, Hardwick Area Rescue Services Building, Town Garage, and Police Station.
Pets are not allowed, except Service Animals.



A Regional Cooling Center will be established at Highland Center for the Arts in Greensboro with the Medical Reserve Corp. The local liaison is Karl Stein, 802-424-7721.

Communications

The ability of responders from different departments and disciplines to work together depends significantly on their ability to communicate with each other. Plain language (<https://www.plainlanguage.gov/guidelines/>) is essential to first responders and public safety and will be used by all Town personnel during emergencies. The use of common terminology enables emergency responders, Emergency Operations Center personnel, and Town staff, as well as personnel from neighboring jurisdictions, the County, or the State, to communicate clearly with each other and effectively coordinate response activities, regardless of an incident’s size, scope, or complexity.

Communications Coordinator & the Emergency Communications Team

The Communication Coordinator directs the official communications function of the Town. The Emergency Communications Team is comprised of trained volunteers. During a significant emergency, the Emergency Communications Team will assist Town staff with managing public information by assisting with phone and in-person communications.

Activation

The Emergency Communications Team will be activated when the Emergency Operations Center is activated, or at the direction of the Emergency Management Director.

Staff links

The following Hardwick personnel may provide updates to the Communications Coordinator:

Name & Title	Department	Contact Info
David “Opie” Upson Town Manager, EMD	Town Manager’s Office	David.upson@hardwickvt.gov 802-472-6120 Cell: 802-535-8299
Amanda Fecteau Communications Coordinator	Town Manager’s Office	Amanda.fecteau@hardwickvt.gov 802-472-6120
Kristen Leahy Resilience & Adaptation Coordinator	Town Manager’s Office	Zoning.administrator@hardwickvt.gov 802-472-1686
Mike Henry Police Chief	Hardwick Police Department	michael.henry@hardwickvt.gov 802-472-5475 Cell: 802-522-4050
Tom Fadden Hardwick Road Foreman	Hardwick Highway Department	Tom.fadden@hardwickvt.gov 802-472-6029 Cell: 802-673-6150
Scott Gagnon Desk Officer	Hardwick Police Department	Scott.gagnon@hardwickvt.gov 802-472-5475
Casey Rowell Financial Manager	Town Manager’s Office	Casey.rowell@hardwickvt.gov 802-472-6120
Perley Allen Fire Chief	Fire Department	perleyallen@gmail.com 802-472-6029 or 802-472-5482 Cell: 802-917-4806

Hardwick Emergency Rescue Squad, Inc. – Michael Lew Smith	Rescue	Michael@hardwickrescue.org 802-535-8806
Ken LaCasse Drinking Water & Wastewater Lead	Water and Sewer in Hardwick	Waste.water@hardwickvt.gov 802-472-5939 Cell: 802-793-8639
Tonia Chase Town Treasurer and Clerk	Town Clerk’s Office	Tonia.chase@hardwickvt.gov 802-472-5971

Internal Town Communications

Situational awareness and intelligence gathering is critical to maintain a common operating picture among response agencies, providing the basis for emergency communications. Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies, intergovernmental levels, and the private sector. Intelligence gathering is the collection of security and operational information, such as a collection of severe weather forecasts from the National Weather Service (NWS). Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

Warnings, emergency information, notifications, and/or disaster reports received by Town personnel will be relayed to their respective department representative of the EOC. The Emergency Management Team will then review all incoming information to determine if public information should be released. Town response personnel will communicate and receive notification using traditional communications technology such as landline and cellular telephones, internet/email, and radio throughout response activities if these resources are available.

Coordination with Key and Secondary Partners on disaster-related communications is critical to ensuring the whole community is notified of risks, status of critical infrastructure, and available resources. The Emergency Management Team should continuously coordinate with all partners to receive and send out information to the public and media.

All gathered information will be saved in a centralized, digital location so all Town response personnel may access it.

VT-Alert Notification Thresholds

The Town may utilize VT-Alert for a variety of disaster- and non-disaster-related messaging to the community. The table below illustrates the various messaging thresholds to disseminate information to the community.

Determining Event	Format and Information	Scope	Follow-Up? Yes/No
Department of Public Works			
Road Closure		Town-Wide	Yes
Water Main Break		Specific Location	Yes
Boil Water Notice		Specific Location	Yes
Dispatch / Hardwick Police Department			
Road Closure / Traffic Accident / Expected Work	Coordinate with Dept of Public Works	Town-Wide	Yes
Water Main Break	Confirm with Dept of Public Works	Specific Location	Yes
Boil Water Notice	Confirm with Dept of Public Works	Specific Location	Yes
Structure Fire	All-encompassing: Road closures, emergency planning, EMD crews, mutual aid, etc.	Town-Wide	
Major Training	A heavy amount of law enforcement presence in the area, tactical training	Town-Wide	No
School Emergency Incident / Critical Event	Shooting, critical threat, lockdown, etc.	Town-Wide	Yes
Protests / Large Crowds	Traffic impacts, parking, public safety, transportation detours, etc.	Town-Wide	No
Severe Weather Events	Power outages, major storms, evacuations, flooding, snowstorms, heating/cooling shelters, etc.	Town-Wide	No

External Public Communications

The Communications Coordinator will first work internally to gather, verify, coordinate, and disseminate accurate, accessible, and timely information. The Emergency Communications Team will work closely with the Communications Coordinator and the Town Manager to draft external public communication messages. When appropriate, pre-scripted messages will be developed during non-emergency times to allow for better research and vetting. The process will include recommendations on the most appropriate venue (e.g., Text MyGov) to post public information. Approval of all public communications must be made by the Town Manager or their designee.

TOWN COMMUNICATIONS CHANNELS

Clear, accurate, and consistent information must be disseminated to the public during an emergency for the public to take appropriate protective actions. The Emergency Communications Team will share information with the public through a variety of communication channels.

The Town’s website will serve as the central hub of all official Town communications. At the onset of activation, the Communications Coordinator will establish a banner on the front page of the Town website so visitors can easily access information.

The following channels will be utilized in order of priority, beginning with TextMyGov, if applicable.

Communication Channel	Primary / Secondary Town Liaison	Link / Location
TextMyGov	Amanda Fecteau David Upson	Text “HARDWICK” to 91896
VT-Alert	David Upson Casey Rowell Kristen Leahy	https://vem.vermont.gov/vtalert
WAZE	Town Staff	Town has account for road closures
Email list	Amanda Fecteau David Upson	Hardwick Town Alert System - Email
Town of Hardwick Website	Amanda Fecteau Casey Rowell Kristen Leahy	https://hardwickvt.gov/
Front Porch Forum	Amanda Fecteau Casey Rowell	Urgent Announcement feature – Select “Urgent Announcement” from the menu of posting categories and submit. Will publish quickly (15 minutes if during business hours. Jason Van Driesche, at jason@frontporchforum.com or 802-735-7271
Facebook – Town of Hardwick – Emergency Response	Kristen Leahy	Page under construction.
Facebook – Hardwick Police Department	Mike Henry	michael.henry@hardwickvt.gov
Facebook – Hardwick Fire Department	Amanda Fecteau	Amanda.Fecteau@hardwickvt.gov

Facebook – the Hardwick Gazette	Paul Fixx	editor@hardwickgazette.org
Facebook – Hardwick Neighbor to Neighbor	Diane Grenkow	Jeudevinelibrary@hardwickvt.gov
TV News & Radio	Amanda Fecteau Casey Rowell	Hardwick Community TV including local access: www.hctv.us , 802-472-6655 WDEV: 802-244-1777 WLVB: 802-888-4294 TV Station - WCAX: 802-652-6397
Physical Public Posting Locations	Emergency Communications Team	Memorial Building (Town Office), Hardwick and East Hardwick Post Office, the Jeudevine Library, Buffalo Mountain Market, the Dollar General Store, Tops.
Press Releases	Amanda Fecteau Casey Rowell	Hardwick Gazette, news@hardwickgazette.com Caledonian Record, news@caledonian-record.com , 802-748-8121 News & Citizen, news@newsandcitizen.com , 802-888-2212
Hardwick Electric Department Facebook	Outage Response Center	888-472-5201

OTHER COMMUNICATIONS CHANNELS

In addition to the official communications channels utilized by the Town, key partners and other organizations may craft and disseminate their own communications, or re-post official Town communications. All communications should be relayed to the Communications Coordinator to become a part of the official record, as well as to verify information and address inconsistencies. The following table below illustrates other channels where the community may find information.

Communication Channel	Description	Link / Location
Hardwick Downtown Partnership	Official communications to businesses, locals, tourists: includes business-specific information.	https://www.Hardwickdowntown.org Email: hello@hardwickdowntown.org Maintains Facebook page

Jeudevine Memorial Library	Broad distribution to residents via email list, Facebook and community presence.	Phone: (802) 472-5948 Hours: M/W 1-6 Tues/Thur/Fri 10-5 Sat. 10-2 Website: https://www.jeudevinememoriallibrary.org Maintains Facebook page
Hardwick and Hazen Union Schools and the OSSU	Internal alerts to staff, students, and parents. Has internal messaging capacity.	Contact the OSSU – (802) 472-5411
Granite Street Neighbors	Distributes local alerts via Facebook. Has internal and physical messaging capacity.	Andrea Phelps at aphelps79@yahoo.com 802-793-8792 (cell/text)
Center for an Agricultural Economy	Robust email and social media contacts. Has contact with many of the local farms through Farm Connects.	Communityconnections@caevt.org Or 802-472-5362 Reeve Bascom Kate O’Neill Allyson Howell
East Hardwick Neighborhood Organization	Distributes local alerts via email; connects directly with residents.	EHNeighborhood@gmail.com Dave Gross Cheryl Michaels Irene Nagle
Vermont Emergency Management	Coordinates the state’s preparedness, response, recovery, and mitigation programs.	https://vem.vermont.gov/
VT-Alert	VT-ALERT is used by the state and local responders to notify the public of emergency situations. Those include, but are not limited to, evacuation information; chemical spills; shelter-in-place alerts; severe weather advisories; boil water advisories, and roadway interruptions.	https://vem.vermont.gov/vtalert –
VT 2-1-1	Managed by United Ways of Vermont, 2-1-1 is a free resource for the whole community to seek information, resources, and to report damages.	https://vermont211.org/ Call 2-1-1

New England 5-1-1	A free web service that provides frequently updated information on road closures, construction, and other traffic events.	https://newengland511.org/
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Partners and Resources

This section describes the current contracts and other local resources the Town may access during emergencies, how to request resources from the State, a list of vulnerable population facilities, and a list of Secondary Partners. Secondary Partners are organizations that can support residents and businesses during emergencies, including those that provide support services to vulnerable populations. While Secondary Partners are no less important than Key Partners, they do not serve an active role within the Town's emergency management structure, but rather as a partner and resource to access if necessary.

Contracts & Other Local Resources

Hardwick has current contracts and mutual aid agreements, as well as additional local resources, to utilize during times of disaster. The full list of contracts and other local resources is located in the appendix. These contracts and local resources are only to be contacted by official Town EOC personnel, at the direction of the Town Manager.


The Emergency Management Team can also reach the forecasters at the Burlington National Weather Service – Monday through Friday at 802-658-0207 (unlisted number).

State Resources

VEM is the state's emergency management agency that provides support to communities during all phases of emergency management. During a disaster, VEM will activate the State Emergency Operations Center (SEOC) to obtain information on damages, as well as linking resources to affected areas. To reach the SEOC, at any time, contact the Watch Officer.

It is important to note that *only* representatives of the Town's EOC should contact the SEOC.

State Emergency Operations Center - Watch Officer

 800-347-0488

The SEOC can provide a variety of state support functions to the Town that may or may not be at cost to Hardwick. When requesting resources, the EOC should clarify what resources are available at cost or not cost.

- State support that is usually at no cost to the municipality:
 - Vermont Hazardous Material (HAZMAT) Response Team (VHMRT)
 - Vermont Urban Search and Rescue (USAR, VT-TF1)
 - Vermont State Police and Special Teams
 - Community Emergency Response Teams (CERTs)
 - Swift water rescue teams
 - American Red Cross Regional Shelter Support
 - State government agency expertise / services
 - Federal response agency expertise

- State support the municipality will normally eventually have to pay for:

- Supplies and equipment (including sandbags)
- Contractors for debris removal
- VTrans Equipment and Personnel
- Vermont National Guard Support

Organizations and Communities Requiring Additional Coordination

Groups of people who are vulnerable experience disaster differently from the rest of the population. These populations include the unhoused, young, elderly, and those with Access and Functional Needs (AFN).

There are several support organizations in Caledonia and Lamoille Counties that can aid these populations during disasters. The Town has identified several organizations and facilities that serve populations who may be at an increased risk, depending on the emergency. During Emergency Operations Center and/or volunteer activation, these support organizations and facilities should be coordinated with to assess needs for assistance. The full list of support organizations and facilities are included in the *appendix*.

Secondary Partners

In addition to the organizations and facilities that serve vulnerable populations listed above, there are additional service organizations within Hardwick and the greater region that can provide individual and family support services. These support services are essential partners to Hardwick by providing services outside the scope of the Town. The table below lists Secondary Partners that may help residents and businesses.

Organization / Agency Name	Description of Services	Contact Information
Northeast Kingdom Human Services (NKHS)	Aids individuals and families dealing with developmental and intellectual disabilities, mental health, and substance use. During disaster, can assist with sheltering, housing, and access to other resources.	St. Johnsbury Phone: 802-748-3181 Newport Phone: 802-334-6744 The Front Porch, Mental Health Urgent Care in Newport City: 802-624-4016 Hours: 24/7 Assistance Website: https://nkhs.org/
Northeast Kingdom Council on Aging (NEKCOA)	Serving Caledonia, Essex, and Orleans Counties, NEKCOA provides support for older Vermonters to age with independence and dignity. Services include home-delivered meals, transportation, Medicare counseling, caregiver support, wellness classes, and volunteer programs. Meals on Wheels.	Phone: 800-642-5119 (hotline) Website: https://www.nekcouncil.org/

Organization / Agency Name	Description of Services	Contact Information
Northeast Kingdom Organizing (NEKO)	NEKO is preparing for possible flooding. While the maps show regular river overflow that comes with spring, we want to be prepared in the event people are affected. Where possible, we are directing people to local mutual aid and neighbor-to-neighbor groups. Where those don't exist, NEKO is still preparing to provide aid to affected people. NEKO can mobilize and provide muck kits, gutting kits, mold remediation supplies, pumps, and PPE/safety equipment.	Website: https://nekorganizing.org/ Phone Number: (802) 321-3317.
kuRRve	Long Term Recovery in the Northeast Kingdom.	Paige Hartsell paige@kurrve.org
Northeast Kingdom Youth Services (NEKYS)	NEKYS is a nonprofit based in St. Johnsbury, Vermont, providing critical support to youth and families across the Northeast Kingdom. Founded in 1975, NEKYS offers emergency shelter, transitional housing, youth development, and family support programs, helping individuals build resilience, life skills, and long-term stability.	Phone: 802-748-8732 Hours: 24/7 Assistance for emergencies Website: https://www.nekys.org/
Hardwick Area Health Center	Hardwick Area Health Center is operated by Northern Counties Health Care. It provides services, including primary care, internal medicine, family medicine, behavioral health, home health, hospice, and telehealth. Open weekdays with evening hours on Wednesdays, it offers sliding-scale payment, Medicaid, and Medicare options.	Phone: 802-472-3300 Hours: Monday, Tuesday/Thursday – 7:30 am to 5:00 pm, Wednesday – 7:30 am to 6:30 pm, Friday – 7:30 am to 4:00 pm Website: https://www.nchcvt.org/
Hardwick Area Food Pantry Location: St. John the Baptist Episcopal Church, 39 West Church Street	Hardwick Area Food Pantry is a nonprofit food share organization serving Hardwick, Craftsbury, and Albany in northern Vermont. With no income restrictions for general access—and USDA-eligible offerings at the Hardwick site—it	Phone: 802-472-5940 Email: hardwick@hardwickareafoodpantry.org Hours: Monday 12-2; Thursday 9-11; Saturday 9-11 Website:

	provides fresh produce, dairy, meat, pantry staples, and essentials like diapers and pet food.	https://www.nourishhardwick.org/
North Country Animal League	Provides vital resources and advice to pet owners, animal-related businesses and non-profits, local communities, and state agencies to address animal needs during emergencies.	Phone: 802-888-5065 Hours: Website: Email: info@ncal.com
Local Sno-Flake Ridge Runners/VAST	Eric Stratton, President	Phone: 802-279-1812 Email – e.stratton@rocket.mail.com

Organization / Agency Name	Description of Services	Contact Information
Caledonia All Terrain Travelers/VASA		Phone: Ken Wetherell – 472-2633
Heartbeat Life Sharing Residential Care Facility		218 Town Farm Road 802-472-3285
American Red Cross		802-660-9130
MRC		

Community Preparedness

Preparedness is not just a Town function, but a function of the *whole community*. It will take all members of the community to properly prepare for disasters of any kind; whether it is flooding, extreme winter weather, heatwaves, or extended power outages. Many preparedness actions are little to no cost and are achievable by all members of the community.

Hardwick residents should implement a three-step process to ensure individuals, families, and businesses are prepared to the greatest extent possible.

Know Your Risk

Knowing your risk is the first step to preparedness. What threats and hazards impact your home or business? Your place of work or your children's school? Understanding what can impact you and/or family makes for a prepared community. There are several free, online resources available to use that can help you identify what threats and hazards may impact you.



- **Hardwick Hazard Mitigation Plan** – This plan provides an in-depth description of all the natural hazards, and some human-caused hazards, that may impact the community. Each description measures risk by accounting for previous disasters, climate change projections, the characteristics of the hazard, and who/what is vulnerable to each hazard. This plan provides a snapshot of the entire Town and not specific locations.
- **VT-Alert** – Signing up for VT-Alert messages can help inform you of weather alerts, road closures, and direct communications from the State. Users can filter the frequency of alerts, and what types of alerts they would like to receive.
- **TextMyGov** - Text “HARDWICK” to 91896 – Signing up for TextMyGov messages can help inform you of local emergency information from the Town of Hardwick.
- **Community Members** – Residents who have lived through disasters in Hardwick are a great resource to understanding how hazards have impacted neighborhoods in the past. Getting to know your neighbors can be just as informative as online sources.

Make a Plan

Now that you understand your risk, making a plan that is specific to you and your family or business is essential to improving your readiness before disaster strikes. FEMA, through [Ready.gov](https://www.ready.gov), provides templates for individuals, families, and businesses that highlight specific needs, such as medical needs and considerations for pets.

- [Family Emergency Plan](#)
- [Older Adults](#)
- [People with Disabilities](#)
- [Children](#)
- [Ready Business](#)
- [Pet Emergency Plan](#)

Family plans are to be also pertinent to families with first responder personnel. Some emergencies may not allow first responder personnel to go home, so developing plans to ensure the families of first responders are safe during times of disaster creates an ease of mind required to perform first responder duties. Once your plans are established, practice them with family members, neighbors, and employees to ensure that everyone is on the same page when it comes to responding to emergencies. This can include practicing evacuation routes in case of a building fire or understanding where to shelter if your home floods.

An additional tactic that the community can implement is the creation of ‘go-bags.’ ‘Go-bags’ are a accumulation of basic supplies that can help you and/or your family in the event of evacuation or stay at home orders. The American Red Cross [published a list of basic supplies](#) to pack and store, including recommended items if you have pets, children, or in a household with persons with access and functional needs.

Take Action

Now that you understand your risk and have prepared a plan, taking action during emergencies can mean different things to different people. It can be as simple as keeping your important documents in a waterproof container, understanding your insurance coverage, and creating a ‘go-bag’ in the event of evacuation.

However, ensuring that your life and the lives of your family and friends takes precedence. Throughout an emergency, Hardwick will issue guidance to the community on steps to take to protect life and property. Adhering to this guidance can ensure you safely remain in place or evacuate. For example, if a road is closed due to flooding, don’t drive through floodwater as you don’t know the condition of the road underneath the water. Not adhering to road closures has resulted in unnecessary deaths in Vermont in the past.

Continuous Improvement

The development and maintenance of the Hardwick Plan is the responsibility of the Emergency Management Director, in coordination with Emergency Management Team. The EMD is responsible for assigning different sections of the Hardwick Plan to town departments and partners based on their roles and capabilities. Each department and partner are accountable for developing and maintaining the annexes and appendices related to their assigned areas of the Hardwick Plan.

The implementation of the Hardwick Plan is the responsibility of the whole community.

Plan Maintenance

At a minimum, the Hardwick Plan will be formally reviewed and re-adopted annually to comply with State requirements. The EMT will coordinate this review. It will include participation by members from each department and partner organization assigned to specific sections of this plan. Recommended changes should be forwarded to the EMD.

After-Action Reporting and Improvement Planning

To document and track lessons learned from the activation of the Hardwick Plan, the EMD will conduct a review, or “hot wash,” with the Town and its partners after each activation. Additionally, it is highly recommended that the EMD seek input from residents and businesses to identify processes for improvement. Following the collection of input from stakeholders involved in response operations, the EMD, in conjunction with the EMT, will coordinate the development of an After-Action Report (AAR). The AAR will describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Some disasters may require a multi-faceted approach and should incorporate all activated Town personnel and partners. For example, the Town may wish to conduct an internal AAR that reflects the actions taken by the Town and an additional AAR process that involves partners.

Training and Exercise Program

TRAINING

To assist with training and preparing essential response staff and supporting them to incorporate ICS/NIMS concepts in all facets of an emergency, each Town department and key partner is responsible for ensuring that critical staff are identified and trained at a level that enables the effective execution of the Hardwick Plan. The table below provides a series of recommended training courses for each type of response role. Many of these training courses are available as an online, self-paced course on the FEMA Emergency Management Institute website. Training courses listed with an asterisk indicate trainings that must be completed in-person. VEM provides a list of scheduled training courses on their Learning Management System (LMS). Training requests may also be made to VEM through their Regional Coordinator.

While it's not necessary for residents and businesses to possess an innate knowledge of ICS/NIMS concepts, having an informed community on emergency management concepts and best practices will enhance preparedness. Additional links to preparedness, response, and recovery resources have been included in the *Community Preparedness* section of this plan.

Training Course	Description	Applicable Personnel / Organization
IS-100: Introduction to the Incident Command System	An introductory and foundational course to the Incident Command System (ICS). Participants will learn the history, features and principles, and organizational structure of ICS. Participants will also learn the relationship between ICS and NIMS.	All
IS-200: Basic Incident Command System for Initial Response	Participants will learn the context for ICS within initial response, particularly for those who are likely to assume a supervisory position within ICS.	All
IS-244b: Developing and Managing Volunteers	This course will provide participants with the ability to prepare for and manage volunteers before, during, and after a severe emergency or major disaster.	All
ICS-402: National Incident Management System Overview for Senior Officials*	The purpose of this in-person course is to familiarize Senior Officials (i.e., executives, elected and appointed officials, Town/county managers, agency administrators, etc.) with their role in supporting incident management within NIMS.	Town Manager
IS-700: An Introduction to the National Incident Management System	Participants will be provided with an overview of NIMS, which defines the approach to guiding the whole community to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents.	All
IS-800: National Response Framework, An Introduction	The goal of this course is to provide guidance on the National Response Framework for the whole community, especially those who are responsible for response capabilities.	All
G-191: Incident Command System-Emergency Operations Center Interface*	This in-person course will review ICS and EOC responsibilities and functions, depending heavily on exercises and group discussions to formulate the interface.	All Town EOC personnel, partners
Vermont Emergency Management Director Certification	The state emergency management program has developed an Emergency Management Certification Program. This program is designed for individuals that may work within the local emergency management organization and includes 60-75 hours of blended learning curriculum.	EMD

EXERCISES

The Town should conduct exercises throughout the year to evaluate the Hardwick Plan. The Town will coordinate with agencies, organizations (nonprofit, for-profit, and volunteer), neighboring jurisdictions, and State and federal governments to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises. As appropriate, the Town will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. The EMT will work with partners to identify and implement corrective actions and mitigation measures based on exercises.

COMMUNITY OUTREACH & PREPAREDNESS EDUCATION

The Town will coordinate with partners to educate the public about threats, disasters, and what to do when an emergency occurs. The Town will coordinate with community partners to develop and maintains an active community preparedness program and recognizes that individual preparedness and education are vital components of the Town's overall readiness.

Information about the Town's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the Hardwick website.

Flood Annex

Introduction

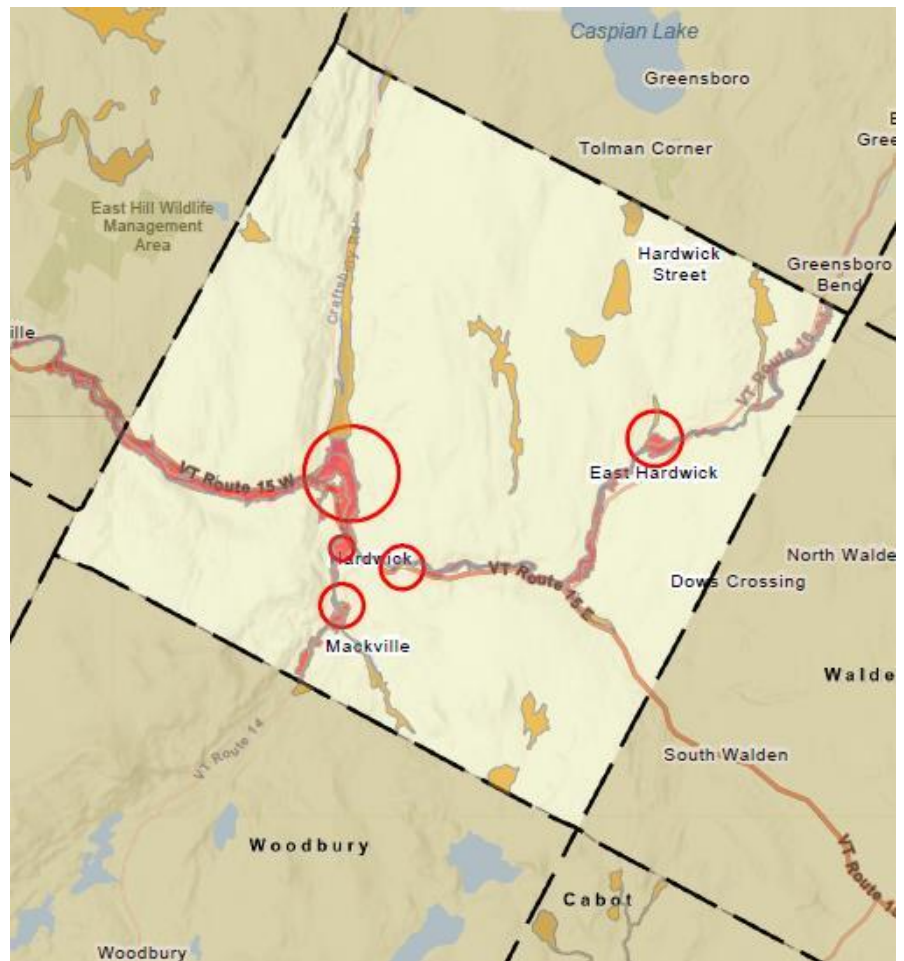
Hardwick is vulnerable to a variety of flood emergencies (flash and inundation flooding) that can cause significant damage and hardship. This annex outlines the tasks, responsibilities, and resources required to respond effectively to a flooding incident to help minimize damage to citizens and property.

Purpose

This annex aims to provide guidance and procedures for coordinating and managing the Community’s response to flood incidents that may affect its residents, businesses, and environment. The Annex also identifies the roles and responsibilities of the primary and support agencies involved in such incidents. It outlines the implementation of the Hardwick Plan and, possibly, the activation of the EOC and/or volunteers for the community during a flood incident.

Scope

The scope of this Annex covers the roles and responsibilities of the Town of Hardwick and its partners in preparing for, responding to, and recovering from flood events that may affect the Town. This Annex applies to both flash and inundation flooding that may pose a threat to public safety, health, and infrastructure, or property.



Hazard Description

Flooding in Vermont is listed as the number one recurring hazard in the State Hazard Mitigation Plan (SHMP). In the Hardwick Local Hazard Mitigation Plan (LHMP), fluvial erosion and inundation flooding are listed as the highest risk hazards. Climate change projections point to an increase of the frequency and intensity of storms that cause flooding. This trend places Hardwick at an increased risk due to the town’s position along the Cooper Brook and the Lamoille River. Hardwick is at risk from multiple flood-risk types, as detailed in the table below.

Flash Flooding	A rapid rise of water in low-lying areas because of heavy rain or snowmelt.
Fluvial Erosion	The detachment of material from the riverbed and sides when the flow of energy exceeds the resistance of the material.
River (inundation) Flooding	Occurs when the Lamoille River or Cooper Brook experiences a rise in water, typically from heavy rain or snowmelt, and overfills its banks.
Ice Jam Flooding	When ice accumulates in a river or stream, reducing the capacity to carry water flows. Ice Jams typically result in inundation flooding.
Dam Failure and Releases	Hardwick is downstream of several dams. In the event of dam failure, structures along the river and its tributaries are at risk due to higher-than-normal water levels.

Hardwick experiences a wide variation in precipitation due to seasonal changes. The majority of Hardwick’s mapped floodplain development is commercial, retail, and residential.

The National Weather Service issues watches and warnings when flooding is predicted for an area, defined as:

- **Flood Watch:** Flooding is possible. Watches are issued by the National Weather Service (NWS) 12 to 36 hours in advance of a possible event.
- **Flash Flood Watch:** Flash Flooding is possible. Be prepared to move to higher ground. A Flash Flood could occur without warning.
- **Flood Warning:** Flooding is occurring or will occur soon. If advised to vacuate, do so immediately.
- **Flash Flood Warning:** A flash flood is occurring. Seek higher ground immediately and stay away from streams and creeks.

Historically, Hardwick has experienced numerous flooding events that have impacted structures (both residential and commercial), roads, and wastewater systems. The most recent flood incident that caused extensive damage was on July 10, 2024. This resulted in flash and inundation flooding throughout Hardwick. The Granite Street Historic District and Wolcott Street were particularly hard hit with river inundation flooding that impacted businesses and residents.



Due to historical occurrences and climate change projections, the probability of future flood events impacting Hardwick is highly likely.

Flooding in Hardwick, particularly the July 2023 and July 2024 floods, highlighted the vulnerability of the community. Residents are vulnerable to a variety of threats from flooding, including life safety from drowning, contact with hazardous materials, and potential electrocution. Mold can become prevalent in

structures after a flood, which increases risks to public health. Critical facilities and infrastructure are also vulnerable to flooding. July 2023 and 2024 floods damaged the Hardwick Fire Department building, the Walgreens Pharmacy, and the Hardwick Wastewater Treatment Plant and the Associated Lift Stations and 6+ Town Bridges. Additionally, the recent floods heavily impacted the local economy as several businesses were damaged, of which some never reopened.

Planning Assumptions

Certain assumptions can be made about town flood risk and hazards. These assumptions lay the foundation for this Annex and the Hardwick Plan associated with conducting emergency management operations in preparation for, response to, and recovery from major flood emergencies.

- Flood conditions that may impact the Town of Hardwick include flash flooding, inundation/riverine flooding, and flooding resulting from ice jams and dam failure.
- Major flood emergencies may pose serious threats to public health, property, the environment, and the local economy.
- The Town of Hardwick is responsible for the coordination of emergency actions and will commit all available resources to save lives, property, and the environment.
- Major flood emergencies may generate widespread public and media interest.
- All parties tasked under this annex will develop and maintain internal operation plans and implement checklists consistent with the Hardwick Plan and its appendices.

Operational Framework

This section provides the operational framework for Town and partner coordination to ensure a standardized approach is followed in the event of a potential flooding event. Action items for residents and businesses are also included. Each phase, from preparedness (pre-disaster) through short-term recovery (post-disaster) includes a high-level overview of suggested action items. The next iteration of the Hardwick Plan should include more specific activities in each phase.

Preparedness (Pre-Disaster)

The Emergency Management Team will stay abreast of weather watches and warnings from the NWS office in Burlington, VT. When a weather watch or warning has the potential to cause flooding in Hardwick, the Emergency Management Team may activate this Annex. The following preparedness actions should be taken in the event of a flood watch or warning.

Alert Level	Actions	Responsibility
Flood Advisory	<ul style="list-style-type: none"> • Ensure adequate personnel and equipment are ready to respond. • Check low lying and drainage areas to clear debris. • Sandbags. State has them for us to pick up and store. 	Town EMT, Personnel, and Elected Officials; Key Partners, Secondary Partners
	<ul style="list-style-type: none"> • Prepare go-bags and plan potential evacuation routes. • Prepare to move inventory to higher levels to reduce business loss. 	Residents Businesses Farms

Flood Watch	<ul style="list-style-type: none"> ● Ensure adequate personnel and equipment are ready to respond. ● Check low lying and drainage areas to clear debris. ● Monitor weather reports and inform the community of the potential flood risk. ● Ensure response personnel and equipment are ready to respond. ● Activate community volunteers to prepare response. 	Town EMT, Personnel, and Elected Officials; Key Partners, Secondary Partners
	<ul style="list-style-type: none"> ● Prepare go-bags and plan potential evacuation routes. ● Prepare to move inventory to higher levels to reduce business loss. 	Residents Businesses Farms
Flood Warning	<ul style="list-style-type: none"> ● Ensure adequate personnel and equipment are ready to respond. ● Check low lying and drainage areas to clear debris. ● Activate the Emergency Operations Center and community volunteers, notify partners of this action. ● Closely monitor weather reports and guidance from Vermont Emergency Management. ● Communicate risk information to the community. 	Town EMT, Personnel, and Elected Officials; Key Partners, Secondary Partners
	<ul style="list-style-type: none"> ● Prepare go-bags and plan potential evacuation routes. ● Move inventory and other critical items to higher levels to reduce business loss. 	Residents Businesses Farms

Response (During Disaster)

The following response actions should be taken in the event of a flood emergency.

Responsibility	Actions
Town Emergency Management Team	<ul style="list-style-type: none"> ● Coordinate with Elected Officials regarding the request of additional resources. ● Closely monitor weather reports from the National Weather Service, guidance from Vermont Emergency Management, and the status of the Town. ● Craft and disseminate information through official communication channels regarding road closures, evacuation, stay-in-place, and updated flood risk predictions. ● If desired, request a Declaration of State of Emergency through Vermont Emergency Management by calling the SEOC at 800-347-0488. ● Report Town damages to Vermont Emergency Management and the Regional Planning Commission (NVDA) Liaison. ● First Responder Departments will provide emergency response assistance, including evacuations and road closures. ● Coordinate and prioritize the deployment of resources.

Responsibility	Actions
Town Personnel and Elected Officials	<ul style="list-style-type: none"> ● Coordinate with and adhere to guidance from the EOC to ensure the safe continuation of regular government services. ● Authorize response actions and emergency funding as needed. ● Track and document all Town expenditures for potential FEMA PA reimbursement.
Key Partners	<ul style="list-style-type: none"> ● Support volunteers, if activated. ● Monitor the needs and request for assistance from businesses. ● Coordinate with the EOC to address requests for assistance.
Secondary Partners	<ul style="list-style-type: none"> ● Coordinate with the EOC and volunteers to address requests for assistance. ● Assist residents with transportation and sheltering in the event of evacuation. ● Report needs for assistance, when feasible, to the EOC.

Short-Term Recovery (Post-Disaster)

The following actions should be taken immediately following the deactivation of response activities and/or when it is safe to do so after flood waters recede.

Responsibility	Actions
Town EMT	<ul style="list-style-type: none"> ● Request a declaration or termination of a State of Emergency by contacting the SEOC at 800-347-0488. ● Continue to provide emergency response activities, such as road closures and search and rescue. ● Support the Emergency Volunteer Mobilization and the Hardwick Supply and Support Center by relaying requests for volunteers and donations to community volunteers ● Communicate information on available resources to the community. ● Speak with the media, as reasonable, about the status of the Town. ● Continue to document and track financial expenditures from disaster response. ● Perform building inspections and make substantial damage assessments prior to volunteers entering buildings. If buildings are red tagged, no entry due to hazards. ● Ensure volunteers have appropriate PPE ● Plan for the demobilization of the EOC.
Town Personnel and Elected Officials	<ul style="list-style-type: none"> ● Coordinate with the Town EMT on recovery actions, as needed. ● Order and provide Dumpsters in strategic locations.
Key Partners	<ul style="list-style-type: none"> ● Support community volunteers ● Communicate with Town businesses to understand impacts and needs for assistance.
Secondary Partners	<ul style="list-style-type: none"> ● Support residents by providing essential services, such as sheltering, housing, mental health counseling, links to resources, etc. ● Coordinate with Hardwick to assist with needs for assistant.

Responsibility	Actions
Community Members	<ul style="list-style-type: none"> • Document all home damage, such as taking pictures, for potential financial assistance. This is applicable both to renters and homeowners. Report all home damage to 2-1-1. • Document all business losses, including inventory and business closure duration. • Adhere to guidance from the Town, including road closures.

Roles and Responsibilities

In addition to the preparedness, response, and short-term recovery actions listed above, this section details the roles and responsibilities of the whole community in response to a flood emergency. These roles and responsibilities are in addition to the roles and responsibilities within the main *Volunteer Roles & Responsibilities* section.

Town Emergency Management Team

- Town Manager (EMD)
 - Coordinate and facilitate conference calls with relevant personnel and partners to discuss operations.
 - Participate in conference calls held by VEM and/or the NWS.
 - Advise Town Elected Officials on the nature and scope of the emergency.
 - Maintain communication with VEM and NVDA.
- First Responder Departments
 - Establish traffic control points to restrict non-resident traffic into flooded areas.
 - If needed and as capacity allows, assist with the evacuation of residents.
 - Provide search and rescue support in flooded areas.
 - Request mutual aid, including swift water rescue teams, as needed.
 - Pre-stage emergency services to ensure timely response to areas that may be blocked by flooding.
 - Coordinate with Public Works on road closures, flooded areas, and critical infrastructure.
- Emergency Communications Team
 - Collect and interpret weather reports and messages to inform the EOC and Volunteers
 - Disseminate weather information to the community, advising on potential evacuations or stay-in-place orders.
 - Update the EOC Manager on all alerts and information received regarding the flood emergency.
 - Develop situation summaries for the public and media.
 - Manage media requests.
- Community Volunteers
 - Stage a physical Emergency Volunteer Mobilization location in coordination with the EMT to ensure the safety of personnel and the community
 - Stage a physical Supply and Support Center location in coordination with the EMT to ensure rapid response to the Community needs – Hardwick Police Station/Senior Center.

Town Personnel and Elected Officials

- Select Board
 - Coordinate with the EOC to assist with resource requests and emergency expenditures.
- Finance Director
 - Document and track all response expenditures, including staff time, equipment hours, and the purchase of supplies.

- Coordinate with relevant Department Directors to document and track flood damage estimates and emergency repairs for potential FEMA reimbursement.
- Department Directors
 - Document and track individual department expenditures, including damage estimates and emergency repairs, personnel time, equipment hours, and the purchase of supplies.
 - Assess the ability to continue providing regular government services, reporting to the
 - Town Manager’s Office.

Key Partners

- Hardwick Area Rescue Services
- Hardwick Electric Department
- Jeudevine Memorial Library
- Hardwick Neighbor to Neighbor
- The Civic Standard
- The Center for an Agricultural Economy (CAE)

Key Partners will support the Hardwick Supply and Support Center and associated assistance provided to the community; coordinate with the Emergency Communications Team to disseminate flood information and resources to the Community.

Secondary Partners

- Hardwick Downtown Partnership
- Hardwick Health Center
- Orleans Southwest Supervisory Union
- East Hardwick Neighborhood Organization
- Hardwick Area Food Pantry
- Vulnerable Population Organizations such as the Northeast Kingdom Council on Aging
- Long Term – KURRVE and LEARN

Community Members

- Hardwick Businesses and Farms
 - To the greatest extent possible, move inventory and other critical business assets above predicted flood levels.
 - Monitor guidance and orders from the Town to make informed decisions on business closures.
 - Assess and document all flood damage, including inventory loss, for potential grant funding and/or reimbursements.
 - Coordinate with the Town on reopening processes.
- Hardwick Residents
 - Review current insurance policies to ensure flood damage is covered. If there is no insurance, explore options to obtain homeowners or renters insurance.
 - Develop an Individual/Family Emergency Plan, including potential evacuation routes and pet considerations.
 - To the greatest extent possible, move critical household items above predicted flood levels.
 - If affected, contact the Emergency Volunteer Mobilization or the Hardwick Supply and Support Center or any of the community support organizations for assistance.

Emergency Animal Resources Annex

Planning for the needs of animals during an emergency can be complicated and is best done in advance. This annex was developed to help the Town collect information and identify local resources before an emergency occurs. It is intended to support the emergency management team during incidents affecting animals in the community, including evacuations, sheltering, transportation, and reunification efforts.

Additional resources are included at the end of this document, including disaster animal planning templates and preparedness materials for pet owners, livestock owners, farms, and animal facilities.

Animal planning saves human lives

Vermont has one of the largest per capita rates of pet ownership in the country, with 70% of families owning at least one pet. Many people will not evacuate to safety without being able to bring their animals. This can lead to people staying in unsafe situations, threatening their safety or causing rescue needs. Fritz Institute polling after Hurricane Katrina showed that 44% of people who chose not to evacuate before the storm did so out of concern for a family pet. Planning to effectively care for animals during emergencies helps keep humans safe as well and reduces the need for rescues.

Animal shelter challenges

Sheltering animals in ways that keep both animals and humans safe requires equipment and a designated emergency pet shelter area. The Vermont Disaster Animal Response Team (VDART) does great work in helping towns prepare shelters to accommodate pets. Vermonters own a wide array of pets, including cats, dogs, rodents, rabbits, birds, reptiles, and other animals that may require specialized care or access to external heat sources.

As with all these resources, planning with VDART on blue sky days will make communities better equipped to shelter animals, which in turn will lead to more people and animals evacuating when needed.

Livestock considerations

In Vermont, encouraging advance planning for farms, livestock owners, and horse owners is especially important. Evacuation of large animals takes immense time, staffing, and appropriate facilities to evacuate to, such as other farms, fairgrounds, or large animal veterinary clinics.

In recent years, farms without generator access have lost access to water for livestock during power outages. This has required improvising water transport from fire departments or other areas with working water sources, which should be planned for in advance, as those resources may not be immediately available during an emergency.

Dairy farms using electronic milking equipment also need reliable access to power to maintain milking schedules necessary for the welfare of their cows. We have also seen milk dumped due to lack of refrigeration, storage, or transport during extended outages. This can lead to significant product loss and environmental impacts.

The resources for livestock owners, farms, and animal facilities at the end of this document can be shared locally to encourage advance planning and coordination with the Town's emergency management team.

Transportation needs for large animals

Many livestock owners, including horse owners, do not own the trucks and trailers needed to evacuate their entire herd quickly, so advance warning is critical in giving owners time to evacuate animals in multiple smaller trips.

Evacuating livestock requires significant staffing and experienced animal handlers. For transport resources, consider contacting livestock dealers or markets in advance to ask if they would be willing to transport animals during an emergency evacuation.

Vermont Disaster Animal Response Team (VDART) Activation Protocols

VDART's volunteers are trained to provide sheltering services for companion animals when activated by appropriate authorities during federal and state disaster declarations. The group does not perform small or large animal search and rescue, which is generally the responsibility of municipal animal control officers, the police, fire department, and some specialized animal assistance organizations. Our regional teams can only be activated through the Office of the State Veterinarian at the Vermont Agency of Agriculture, Farms and Markets (VAAFAM), where there are defined procedures to follow.

Please note that official requests for activation may only be made by the Vermont Agency of Agriculture, Food & Markets (VAAFAM).

If you have a specific emergency situation involving animals in need of *immediate assistance* as the result of a natural or man-made disaster, please contact one of the following resources based upon the type of animal(s) involved:

- For **companion animals**, contact your local animal control officer (who can typically be reached through your town clerk's office), your [local animal shelter](#) or veterinary office.
- For **wildlife**, contact your [local game warden](#) or a [licensed wildlife rehabilitator](#).
- For **livestock**, contact the [Vermont Large Animal Technical Rescue Coalition](#) at (802) 355-7219.

Accessing Sheltering Services of a Regional DART Team by Appropriate Authorities:

- During normal business hours (Monday – Friday, 7:45 a.m. – 4:30 p.m.), contact the Agency of Agriculture at 802-828-2421. Ask to speak with Dr. Kaitlynn Levine or Dr. Kathy McNamara. If these veterinarians are not available, an alternate Agency of Agriculture employee can approve the activation of VDART Teams under the Animal Disaster Emergency Plan (ADEP). This formal procedure is necessary to ensure adequate State coordination and indemnification of the DART response teams.
- After business hours and weekends, contact the Vermont Emergency Management (VEM) Watch Officer (1-800-347-0488).

- When the Vermont State Emergency Operations Center has been stood up (1-800-347-0488) in most instances, a VAAF representative will be assigned to the SEOC.

State Emergency Contacts

- Vermont Emergency Management Watch Officer (24/7 helpline for use by municipal officials during or in anticipation of an emergency) – 1-800-347-0488
- For assistance handling wildlife or to file a report, contact the nearest Vermont State Police dispatcher by calling 911, or contact your local Game Warden
- For livestock disease concerns, contact the Vermont State Vet by reaching out to the VEM Watch Officer at 1-800-347-0488.
- [State VDART Chair](#) - contact for planning support or to reach your regional VDART team – Joanne Bourbeau, (301) 529-3378 or info@vermontdart.org

Detailed Planning Resources:

For Municipalities:

- [VDART Handbook on Creating a Community Animal Disaster Plan](#) – detailed information and step by step guides for municipalities
- [Vermont Disaster Animal Response Team](#)
- [VDART Operating Manual](#) – provides information on running animal friendly shelters, MOUs, etc
- [State of Vermont Animal Disaster Emergency Plan](#) annex to the state emergency management plan
- ASPCA highly detailed [Municipality Disaster Emergency Plan template](#)
- [2023 National Alliance of State Animal and Agricultural Emergency Programs Best Practices in Animal Emergency Management](#) documents – detailed guides on animal decontamination, animal search and rescue, and species-specific emergency guides
- [National Animal Search and Rescue Training and the Animal Services Incident Support Team](#)
- [VDART list of pet friendly hotels](#) – call hotels to confirm accuracy

Sheltering and Animal Facility Resources:

- [ASPCA resources for animal shelter and animal facility evacuation planning](#)
- [American Society for the Prevention of Cruelty to Animals Animal Shelter Evacuation Plan template](#)
- American Veterinary Medical Association [emergency planning for veterinary clinics guide](#)
- [Emergency preparedness for zoos and aquariums](#)

For Pet Owners:

- [Ready.gov website](#) on personal preparedness for pet owners
- [CDC guide to emergency preparedness for pets](#)
- [English/Spanish emergency contact cards](#) for pets
- [VDART list of pet friendly hotels](#) – call hotels to confirm accuracy

For Livestock Owners and Farms:

- [USDA guide to disaster planning for livestock owners](#)
- [AVMA disaster guide for livestock/rabbits/poultry](#)
- [AVMA disaster planning guide for small farms](#)
- [English/Spanish emergency contact cards for livestock](#)

For Horse Owners and Facilities:

- [ASPCA tips for planning for evacuating horses](#)
- [NASAEPP Detained guide on emergency transport of horses](#)
- [University of California Davis Center for Equine Health disaster preparedness guide](#)

Appendices

Acronyms

Acronym	Definition
AAR	After-Action Report
AFN	Access and Functional Needs
CAE	The Center for an Agricultural Economy
CARE	Citizen Assistance Registration for Emergencies
CERT	Community Emergency Response Team
COOP	Continuity of Operations Plan
EMD	Emergency Management Director
EMT	Emergency Management Team
EOC	Emergency Operations Center
ERAF	Emergency Relief and Assistance Fund
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Material
ICS	Incident Command System
KURRVE	Kingdom United Resilience & Recovery Effort (<i>Long-term disaster recovery</i>)
LEARN	Lamoille Area Recovery Network (<i>Long-term disaster recovery in Lamoille</i>)
LEMP	Local Emergency Management Plan
LHMP	Local Hazard Mitigation Plan
LMS	Learning Management System
LTRG	Long-Term Recovery Group (See KURRVE and LeARN)
MRC	Medical Reserve Corp
NEKCOA	Northeast Kingdom Council on Aging
NEKO	Northeast Kingdom Organizing
NKHS	Northeast Kingdom Health Services
NIMS	National Incident Management System
NRF	National Response Framework
NVDA	Northeastern Vermont Development Association
NWS	National Weather Service
PA	Public Assistance
PPE	Personal Protective Equipment
PIO	Public Information Officer
POC	Point of Contact
REMC	Regional Emergency Management Committee
RPC	Regional Planning Commission
SEOC	State Emergency Operations Center
SHMP	State Hazard Mitigation Plan
SOP	Standard Operating Procedure
USAR	Urban Search and Rescue
VASA	Vermont ATV Sportsman's Association
VAST	Vermont Association of Snow Travelers
VCRD	Vermont Council on Rural Development
VDH	Vermont Department of Health
VDM	Vermont Emergency Management
VHMRT	Vermont Hazardous Material Response Team

Operational Checklists

Please see the following pages for operational checklists for town government, residents, and businesses. These can be printed off and used before (pre-disaster), during (response), and after (short-term recovery) emergencies.

- Town Operational Checklist
- Business and Farm Operational Checklist
- Resident Operational Checklist

Town Disaster Response Checklist

Pre-Disaster (Preparedness)

- Receive notification of potential disaster.
- Meet with Emergency Management Team to discuss preparations.
- Activate the Emergency Operations Center (EOC).
- Activate the Emergency Shelter, Emergency Volunteer Mobilization, Hardwick Supply and Support Center, and the Emergency Communications Team.
- Review changes in town services/operations with Department Directors.
- Notify the public using official communication channels (include resource info like sandbags).

During Disaster (Response)

- Ensure EOC and/or community volunteers are activated.
- Maintain ongoing situational awareness.
- Establish communication with:
 - Vermont Emergency Management (VEM)
 - NVDA (Northeastern Vermont Development Association)
- Prepare for 24-hour operations if needed (staffing, food/water, facilities).
- Coordinate with partners and respond to assistance requests.
- Submit resource requests to VEM.
- Document all key decisions and actions taken.
- Track and document financial expenditures:
 - Personnel
 - Equipment
 - Supplies
- Share regular updates with the public via official communication channels.
- Coordinate with shelters for sheltering needs.

Post-Disaster (Short-Term Recovery)

- Coordinate with local, state, and federal agencies for damage assessment and recovery costs.
- Coordinate dumpster locations as needed.
- Communicate disaster recovery activities to the public.
- Partner with the Emergency Volunteer Mobilization and the Hardwick Supply and Support Center to support affected individuals, families, and businesses.
- Begin deactivation of EOC and/or community volunteers when appropriate; notify staff and VEM.
- Debrief response teams; prepare incident report.

Business and Farm Disaster Preparedness & Recovery Checklist

Pre-Disaster (Preparedness)

- Identify potential threats that could impact your business or farm.
- Review your insurance policy to confirm coverage for those threats.
- Take and save photos of your business or farm assets (equipment, inventory, etc.).
- Create a business or farm continuity and emergency plan.
- Sign up for TextMyGov (Text “HARDWICK” to 91896) and **VT Alert** at www.vtalert.gov to receive real-time town updates.
- Connect with **community volunteers** to learn how they can support your business or farm before, during, and after disasters.
- If a disaster is imminent, relocate critical paperwork, equipment, and inventory to safe areas.

During Disaster (Response)

- Decide whether your business or farm should close during the event — notify your employees.
- Again, move critical items (documents, inventory, equipment) out of harm’s way if needed.
- Stay informed through:
 - The Town website
 - Social media
 - Front Porch Forum
 - VT Alert
 - TextMyGov (Text “HARDWICK” to 91896)

Post-Disaster (Short-Term Recovery)

- Assess and document damages:
 - Take photos
 - List lost equipment/inventory
 - Note any structural damage
- Contact your insurance provider.
- If you're a tenant, inform your landlord.
- Report damages and request assistance from **NVDA or CAE**.
- Reach out to **the Emergency Volunteer Mobilization or the Supply and Support Center** if you need volunteers or supplies.
- Coordinate with the Town for any necessary inspections or permits to reopen.
- Make sure staff use **personal protective equipment (PPE)** if entering damaged areas.

Resident Disaster Preparedness & Recovery Checklist

Pre-Disaster (Preparedness)

- Understand what types of disasters could affect your home or workplace.
- Review your renter's or homeowner's insurance to ensure it covers likely disaster-related damages.
- Take photos of valuable items and home contents for documentation.
- Sign up for:
 - **TextMyGov** (Text "HARDWICK" to 91896)
 - **VT Alert** (www.vtalert.gov)
- Make a personal emergency plan (evacuation, contacts, supplies, etc.).
- Prepare a **go-bag** with essentials in case you need to evacuate or shelter in place.
- Store important documents (ID, insurance, medical records) in a **waterproof container** in a known location.
- Refill all medications and check your supply of medical equipment (e.g., oxygen, batteries).
- Charge phones, battery packs, and other critical electronics.

During Disaster (Response)

- Stay informed through:
 - Town website
 - Social media
 - TextMyGov (Text "HARDWICK" to 91896)
 - VT Alert
 - Local news outlets
- Keep your **go-bag** ready to go.
- Follow any **evacuation or shelter-in-place orders**.
- Check in on neighbors, friends, and family — especially those who may need extra help.
- Call **9-1-1** in case of emergency.

Post-Disaster (Short-Term Recovery)

- Continue monitoring updates from:
 - Town website
 - Social media
 - VT Alert
 - TextMyGov (Text "HARDWICK" to 91896)
- Contact **the Emergency Volunteer Mobilization or the Supply and Support Center** to:
 - Request assistance
 - Offer to volunteer
- Respect **road closures** and hazards in affected areas.
- If your home was damaged:
 - Take photos of all damage
 - Contact your insurance company

- Notify your landlord, if renting
 - Report damage to **2-1-1** and **the Zoning and Floodplain Administrator**
- Use **personal protective equipment (PPE)** when entering damaged areas.

The Hardwick Plan Supporting Information

RECORD OF CHANGES

Revision	Description	Date

RECORD OF DISTRIBUTION

Departments / Partners Receiving Copies of the Hardwick Plan	Position Title(s)	Date of Delivery	No. of Copies E = Electronic H = Hard Copy
Town Manager's Office	Town Manager, Communications Coordinator, Finance Director, Community Development Coordinator, Zoning and Floodplain Administrator		
Fire Department	Fire Chief, Deputy Fire Chief		
Police Department	Police Chief, Deputy Police Chief		
Public Works	Director of Public Works		
Hardwick Area Rescue Services			
Wastewater Plant			
Town Clerk	Town Clerk, Assistant Town Clerk		
Select Board	Select Board Members		
HED			
Neighbor to Neighbor			
The Civic Standard			
OSSU			
Jeudevine Memorial Library			
Rural Edge			
Hardwick Health Center			
CAE			
Food Pantry			
Mental Health?			

Downtown Partnership			
Coop			
EHNO			

Departments / Partners Receiving Copies of the The Hardwick Plan	Position Title(s)	Date of Delivery	No. of Copies E = Electronic H = Hard Copy
NVDA	Emergency Management Planner		
Vermont Emergency Management	Northern Vermont Regional Coordinator		
Surrounding Communities	Emergency Management Directors of Walden, Greensboro, Wolcott, Eden, Craftsbury and Woodbury		

CONTRACTS & OTHER LOCAL RESOURCES

Contract / Resource Name	Description	Contact Information
<i>Businesses with Standing Municipal Contracts</i>		
Lamoille County Sheriff Dept.	Emergency Services Dispatch	802-888-3502
Michaud Septic	Wastewater pumping service	802-472-6682
Taplin's Septic	Wastewater pumping service	802-595-1026
Allen Engineering	Water/wastewater chemical supplier	800-649-5952
Gravel Construction Co.	Excavation services/sand/gravel supplier	802-472-3776
Burlington Communications	2-way communications	802-862-7092
All Metals	Waste Hauler	802-472-5100
All Metals	Dumpster Rental	802-472-5100
<i>Other Local Resources</i>		
Local Contractors		
Wayne Richardson Heating Specialist	Plumbing service for town infrastructure	802-233-3787
O'Reilly Auto Parts		
Tops Super Market	Food and water	
coop		
Poulin Lumber		
Aubuchon		
<i>Mutual Aid Agreements</i>		
Greensboro?		
Fire Mutual Aid Assoc.		

ORGANIZATIONS AND COMMUNITIES REQUIRING ADDITIONAL COORDINATION

Organization / Facility Name	Population Served	Contact Information
Hardwick Elementary School	Young	OSSU – 802-472-6531 802-472-6511 Cell: Tod – 802-472-5766
Hazen Union High School	Young	OSSU – 802-472-6531 802-472-6511 Cell: Tod – 802-472-5766
Rural Edge	Community	https://ruraledge.org 802-535-3555
Heartbeet Life Sharing Residential Care Facility	Community	802-472-3285

Organization / Facility Name	Population Served	Contact Information
CARE (Citizen Assistance Registration for Emergencies)	Various	Supporting PSAP
Northeast Council on Aging	Seniors	800-642-5119 (hotline)
Day Care Centers per the State of Vermont		
Care Bear Day Care Center	Young – 132 Main Street, East Hardwick	802-472-2273
Hardwick Child & Family Development Program	Young – 61 Church Street, Hardwick	802-472-5496
Deborah Clifford	Young – 83 Holton Hill, Hardwick	(802) 472-555
Hardwick Elementary Preschool	Young – 135 South Main Street, Hardwick	(802)472-2584
Melanie Molleur	Young – 2480 Route 15 East, Hardwick	(802)793-2888

NIMS Typed Resources

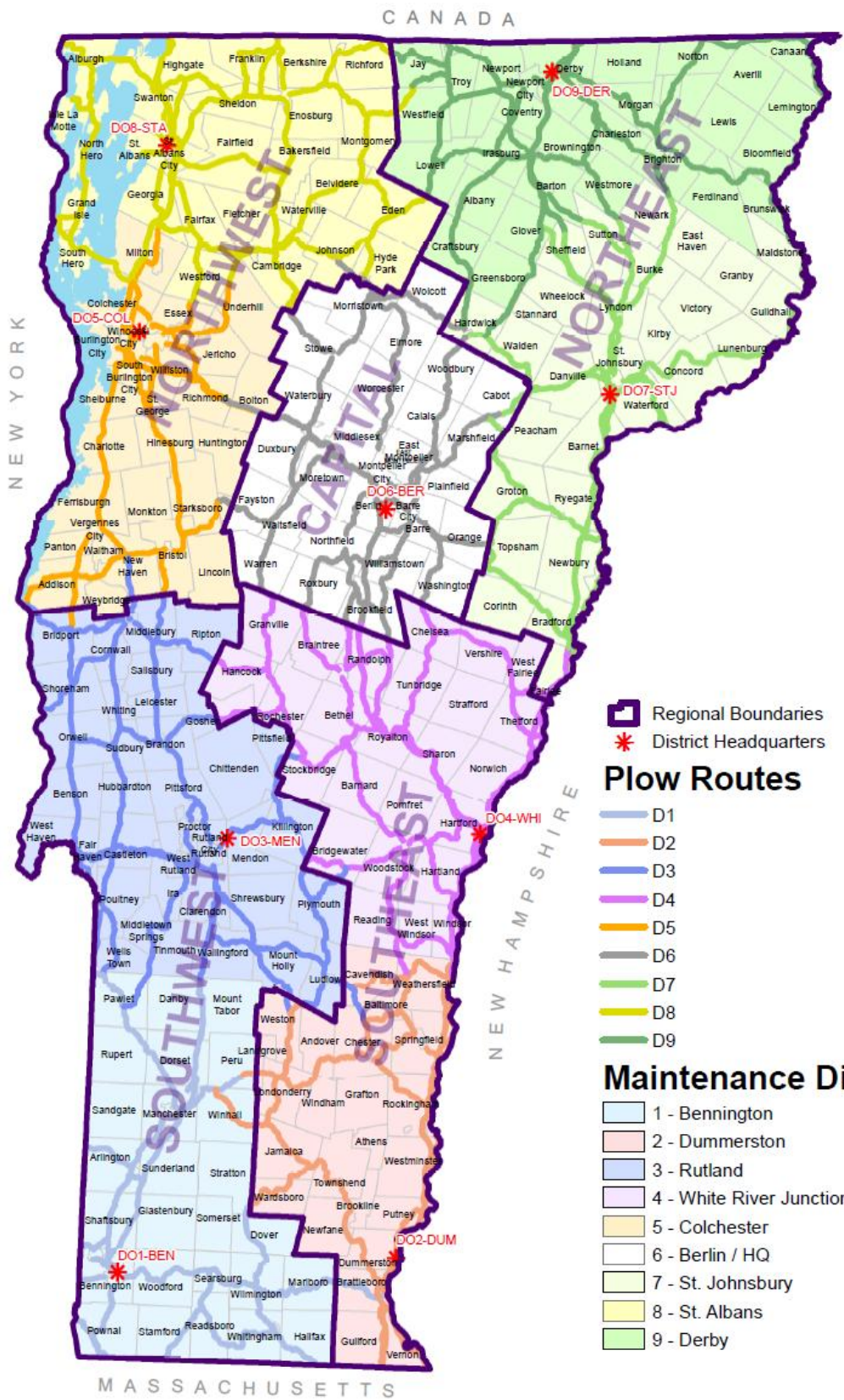
Description: As required by the State of Vermont, the Town’s NIMS Typed Resources will be included as an appendix.

National Incident Management System (NIMS) typed resources* (if applicable)											
Type	I	II	III	IV	Other	Type	I	II	III	IV	Other
Critical Incident Stress Management Team		N/A	N/A	N/A		Water Pumps, Drinking Water Supply - untreated source					
Mobile Communications Center						Water Pump, Water Distribution					
Mobile Communications Unit (Law/Fire)			N/A	N/A		Water Pump, Wastewater				1	
All-Terrain Vehicles		2				Aerial Fire Truck	1				
Fire Engine (Pumper)	1					Engine Strike Team	1				
Snowmobiles		2				Water Tender (Tanker)	1				
Grader	2					Trailer, Small Equipment		1			
Hydraulic Excavator, Compact		1				Water Valve Maintenance Truck				N/A	
Truck, On-Road Dump		2	1	2		Truck, Plow	2	1	2		
Wheel Loader Backhoe		1				Wheel Loader, Medium				2	

*Information about the NIMS typed resources can be found at: <https://rilt.preptoolkit.fema.gov>

Town Personnel

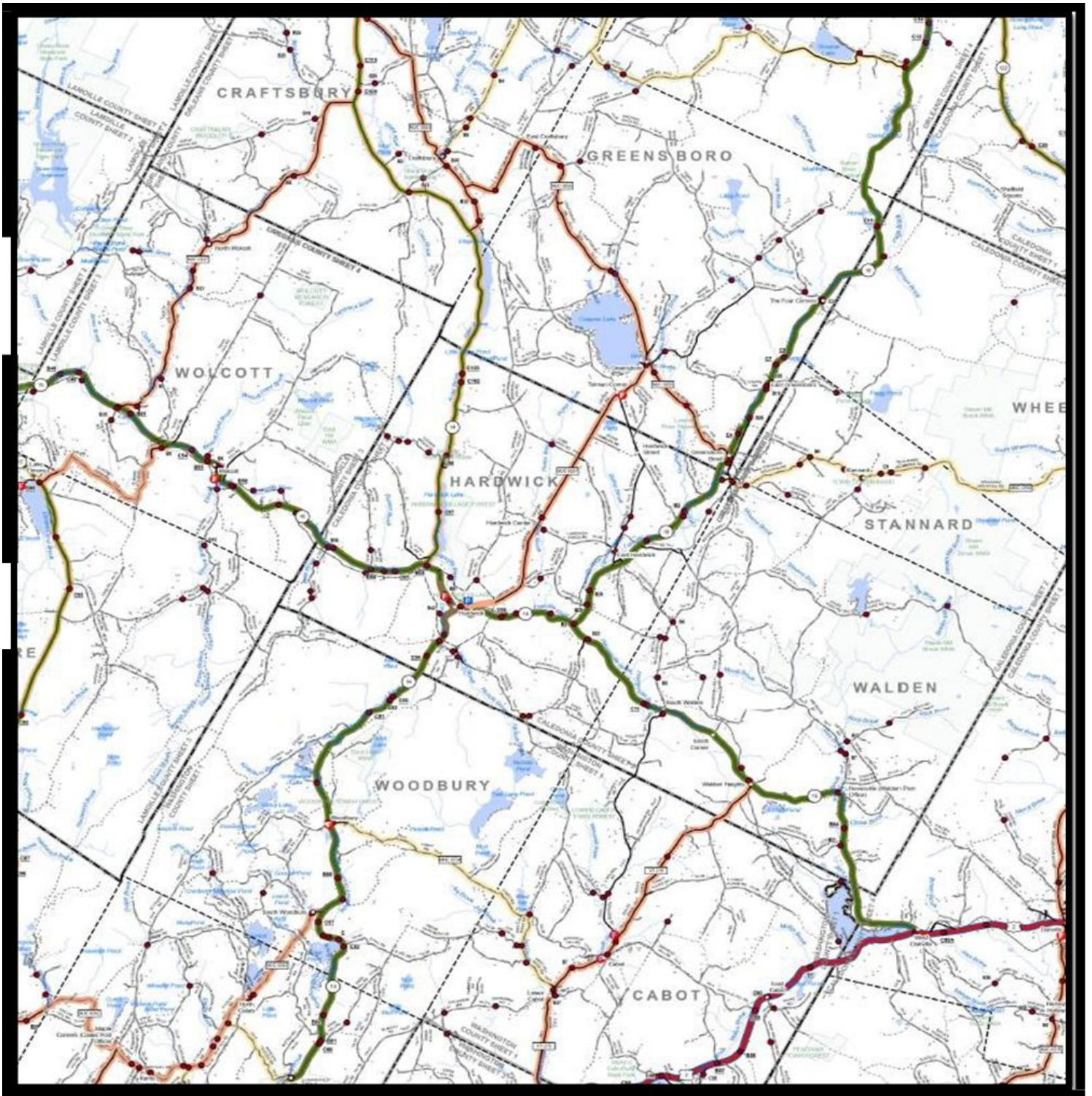
Title	Name	Phone Number	Email Address
Town Manager	David “Opie” Upson, Jr.	802-472-6120 802-535-8299	david.upson@hardwickvt.gov
Police Chief	Mike Henry	802-472-5475 802-522-4050	michael.henry@hardwickvt.gov
Fire Chief	Perley Allen	802-472-6029 802-472-5482 802-917-4806	perleyallen@gmail.com
Road Foreman	Tom Fadden	802-472-6029 802-673-6150	Tom.fadden@hardwickvt.gov
Finance Director	Casey Rowell	802-472-6120	Casey.rowell@hardwickvt.gov
Zoning and Floodplain Administrator	Kristen Leahy	802-472-1686	Zoning.administrator@hardwickvt.gov
Wastewater Plant/Water System Operator	Ken LaCasse	802-472-5939 802-793-8639	Waste.water@hardwickvt.gov
Town Clerk	Tonia Chase	802-472-5971	Tonia.chase@hardwickvt.gov
Assistant Town Clerk	Kendra Parks	802-472-5971	kendra.parks@hardwickvt.gov
Assistant Fire Chief	Charlie Bartlett	802-917-1901	
Communications Coordinator	Amanda Fecteau	802-472-6120	Amanda.fecteau@hardwickvt.gov
Community Development Coordinator		802-472-4082	cdc@hardwickvt.gov
Resilience & Adaptation Coordinator	Kristen Leahy	802-472-1686	Zoning.administrator@hardwickvt.gov
Town IT Contractor	Calkins Networks LLC – Shelburne, VT	802-497-6210	support@calkinsnetworks.com



Additional Contacts

Organization	Name of Contact	Phone Numbers	Email
DEBRIS -			
Medical Reserve Corp	Karl Stein	Home: 802-533-2379 Cell: 802-424-7721	karlsteinems@gmail.com KsteinHome@Gmail.com
District 6 - Berlin Route 14 South and Route 15 West	Gregory Smith	802-241-0172	Gregory.a.smith@vermont.gov
District 7 - St. Johnsbury Route 15 from Walden to town	Lance Duquette	802-748-6670	Lance.duquette@vermont.gov
District 9 – Derby Route 16 South and Route 14 North	Joseph Geoffroy	802-334-7934	Joseph.geoffrey@vermont.gov
VT ANR Regional Floodplain Manager	Alexis Nevins	802-480-1687 cell	Alexis.nevins@vermont.gov
KURRVE	Paige Hartsell		Paige.hartsell@kurrve.org
Lamoille County Sheriff's Department		802-888-3502	N/A
LeARN			Learn@uwlamaille.org
Army Corp of Engineers			
VT ANR River Management Engineer Lamoille Watershed	Chris Brunnell	802-777-5328 (Cell) Prefers Text.	Chris.brunelle@vermont.gov
VT ANR DEC - Wetlands	Lauren Sopher	Cell: 802-798-6634	Lauren.sopher@vermont.gov
VTrans LVRT	Jackie Cassino	820-505-8193	Jackie.cassino@vermont.gov
Vermont Access			
Vermont Dept of Health		800-464-4343 802-863-7200	
VT Fire Marshal	Shawn Goodell	888-870-7888 Cell: 802-760-8827	Shawn.Goodell@vermont.gov
VT DPS Fire Safety – Regional Office	Ben Moffatt – Regional Manager	802-479-7581 802-786-0074	Benjamin.moffatt@vermont.gov
VT Hazmat		800-641-5005	
Select Board Chair	Ceilidh Galloway Kane	802-793-3555	Ceilidh.gallowkane@hardwickvt.gov
Select Board Alt	Shari Cornish	Home: 802-472-7163	Shari.cornish@hardwickvt.gov

		Cell: 323-422-5887	
Select Board Alt	Larry Fliegelman	978-766-8282	Larry.fliegelman@hardwickvt.gov
Select Board Alt	Derek Richardson	802-793-7388	Derek.richardson@hardwickvt.gov
Select Board Alt	Tim Ricciardello	517-936-9876	Tim.ricciardello@hardwickvt.gov
Town Health Officer	Ceilidh Kane Galloway		Ceilidh.gallowkane@hardwickvt.gov
Forest Fire Warden	Doug Casavant	802-472-3305	Dcasa58318@aol.com
Animal Control Officer	N/A		None currently – Hardwick Police providing coverage.
Hardwick Electric Dept	Customer Service	808-472-5201	
Hardwick Electric Department	Outage Response Center	888-472-5201	
Hardwick Area Food Pantry	Stella James	802-472-5940	director@hardwickareafoodpantry.org
Hardwick Neighbor to Neighbor	Helen Beattie	802-441-3301	hardwickneighbors@gmail.com
American Red Cross		800-660-9130	
VGS – Landslide Reporting Tool (Not working as of 5/18/26)	Emma Myrick – for landslide reports		emma.myrick@vermont.gov



Incident Support – Surrounding Towns - 2026

Emergency Management Directors and Town Garage Contacts

Walden (Caledonia County)

EMD: Lynette Farnham - 802-338-5894 - brighte2222@gmail.com

Town Garage - 802-563-2504

Craftsbury (Orleans County)

EMD: Bruce Urie - 802-696-9573- bruceurie@gmail.com

Town Garage - 802-586-2271

Greensboro (Orleans County)

EMD: Dave Brochu - 802-793-5215 - greensboro_fire@yahoo.com

Town Garage - 802-533-7149

Stannard (Caledonia County)

EMD: Katy Knuth – 802-2120541

Cabot (Washington County)

EMD: Jennifer Miner - 802-498-8245 - Jenn@cabotvt.us

Road Foreman: Sid Griggs – 802-522-4415 (P) – 802-563-2040 (A)

Woodbury (Washington County)

EMD: John Gordon – 812-560-5184 (P) – 802-473-8526 (A) - emergencymgmt@woodburyvt.org

Road Commissioner: Alfred Larrabee – 802-272-4375 (Cell)

Town Garage - 802-456-8883

Elmore (Lamoille County)

EMD: Michel – 802-888-5485

Town Garage: - 802-888-5485

Wolcott (Lamoille County)

EMD: Ryan Bjerke at 802-917-3352 (cell)

Town Garage: 802-888-3353

TextMyGov Sign-up

TextMyGov



Town of Hardwick

Receive town
text message
notifications!

Sign up by texting:

HARDWICK

To: **91896**

Or scan
the QR
code!



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Cooling Center Standard Operating Procedure (SOP)

For Vermont Municipalities | Updated: 2024 VDH-Aligned

1. Purpose

To provide a clear operational guide for municipalities to establish and run Cooling Centers that offer temporary relief during high heat conditions.

2. Activation Criteria

A Cooling Center should be activated when:

- The National Weather Service issues a Heat Advisory or Excessive Heat Warning
 - Heat index reaches or exceeds the mid-to-upper 80s°F, particularly over multiple days
 - Local officials (Emergency Management Director or Public Health Officer) determine weather poses a risk to health and safety
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3. Site Selection Requirements

Cooling Centers should be:

- Air-conditioned
- Publicly accessible and ADA-compliant
- Equipped with restrooms, seating, and potable water

Examples: Town halls, libraries, senior centers, schools, or other municipal buildings. Private venues (e.g., shopping centers) may be used with coordination.

4. Recommended Site Enhancements (Optional but Encouraged)

- Backup generator or battery-powered fans
 - Transportation access (e.g., near bus routes)
 - Separate space for families with children
 - Provisions for pets
 - Extended hours during active heat warnings
-

5. Staffing and Volunteer Support

- At least 2 staff or volunteers must always be on-site
 - Staff may include municipal personnel, trained community volunteers, or Medical Reserve Corps (MRC) members
 - All personnel should receive a basic orientation on:
 - Center goals and schedule
 - Safety and first aid protocols
 - Guest conduct and support expectations
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6. Facility Setup Checklist

- Verify cooling system is functioning
 - Set up tables, chairs, and water station
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- Clean and stock restrooms
 - Post clear signage (exterior and interior)
 - Optional: set up a guest sign-in log and feedback form
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7. Operations Protocol

- Greet guests and offer water
 - Encourage rest and hydration
 - Monitor for heat-related illness (signs include nausea, dizziness, fatigue)
 - Call 911 for any medical emergency
 - Ensure regular cleaning of high-touch areas
 - Maintain a basic daily log (issues, supply needs, attendance if tracked)
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8. Public Notification

Post hours and location via:

- Town website and social media
 - Flyers at public buildings, senior housing, and stores
 - VTAlert system
 - Use the VDH Hot Weather Media Toolkit for ready-made messages
www.healthvermont.gov/climate/heat
-

9. Optional Health Safety Measures

Per Vermont 2024 guidance, municipalities may offer:

- Masks and hand sanitizer
 - Signage encouraging guests to stay home if ill
 - Routine surface cleaning during operation
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10. Deactivation and Closeout

1. Notify the public of closure
 2. Remove signage and restore facility
 3. Clean and disinfect all surfaces
 4. Debrief with staff and document:
 5. Estimated attendance
 6. Any incidents or lessons learned
 7. Supply resupply needs
-

11. Supplies Checklist

- Folding chairs or seating
 - Bottled water and disposable cups
 - Restroom supplies
 - Signage (entrance, restrooms, exits)
 - Intake/daily log sheet (optional)
 - First aid kit
 - Cleaning supplies and trash bins
 - Masks and sanitizer (optional)
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12. Support Contact

Vermont Department of Health – Climate & Health Program

 ClimateHealth@vermont.gov

 www.healthvermont.gov/climate/heat

Cooling Center Alert – Template

EXTREME HEAT ALERT

Regional Cooling Center Open at Highland Center for the Arts

Monday, June 23 & Tuesday, June 24

9:00 AM – 8:00 PM

Location: 2875 Hardwick Street, Greensboro, VT

The National Weather Service is forecasting heat index values exceeding 100°F due to high temperatures and humidity. These conditions can quickly become life-threatening, especially for individuals at higher risk of heat-related illness.

A Cooling Center will be open to provide relief:

- Air-conditioned spaces
- Water and restroom access. Please bring your own water bottles if you have them.
- Seating and quiet areas
- Entertainment games, sprinklers and movies for families
- Staffed by volunteers and health partners

Recommended for:

- Older adults
- Infants and young children
- People with chronic health conditions
- Households without air conditioning
- Anyone seeking relief from the heat

Additional Information:

- Transportation assistance available in Hardwick: Contact the Hardwick Town Manager's Office at 802-472-6120
- Service animals and pets permitted on leash or in kennel and Rabies vaccine
- Wi-Fi and phone charging available
- Cold water and light snacks provided

For more information, contact Karl Stein, Greensboro Health Officer and Medical Reserve Corp, 802-424-7721. Christine Armstrong, Greensboro Deputy Health Officer, 802-363-8500.

Please check on neighbors and loved ones. Heat-related illness can escalate quickly. If you are experiencing signs of heat stroke seek emergency medical attention immediately. Signs of heat stroke may include:

- High body temperature (103°F or higher)
- Hot, red, dry, or damp skin
- Rapid and strong pulse
- Headache
- Dizziness or confusion
- Nausea
- Loss of consciousness

Heat stroke is a medical emergency. Call 911 and move to a cooler location while waiting for help.

Drought Annex forthcoming.
Food Security Annex Forthcoming.

Local Emergency Management Plan Addendum

See attached pdf – part of the official Hardwick Plan.