

# Town of Alstead Emergency Operations Plan 2019

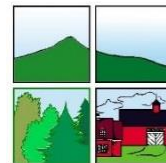


Prepared by the:

Town of Alstead Hazard Mitigation Committee  
&  
Southwest Region Planning Commission



FEMA



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## **NOTICE OF PROMULGATION**

The publication of the Town of Alstead Emergency Operations Plan represents a concerted effort on part of town government to provide a mechanism for effectively responding to and recovering from the impact of natural or human-caused disasters or emergencies.

The stated purpose of this plan and associated supporting documents is to facilitate the delivery of local government, community and mutual aid resources, and to provide needed assistance and relief to disaster victims and the community, at large. This plan represents the town's best intentions to manage emergencies/disasters within the framework of community-wide cooperation and coordination.

The Town of Alstead Emergency Operations Plan is adopted effectively this day, the \_\_\_\_\_ of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Chair, Select Board, Town of Alstead

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## **FOREWORD**

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The Town of Alstead Emergency Operations Plan (EOP) establishes a framework for the local government and its partners to provide assistance in an expeditious manner in event of a perceived, potential or actual disaster or emergency. The town appreciates the continuing cooperation and support from all departments and agencies and from the volunteer and private organizations which have contributed to the local level of preparedness and to the development of this plan. The town continually works alongside these entities to address the responsibilities outlined in this EOP, provide a forum for discussion, and an opportunity to participate in planning and exercise activities to help ensure the local prevention, preparedness, response, recovery and mitigation capabilities are effective and efficient.

The purpose of the EOP is to provide strategic and operational guidance aimed at facilitating the delivery of all types of local emergency management assistance to the residents and visitors of the jurisdiction and others with whom there are mutual aid agreements/compacts in place, and to help reduce the consequences of disasters and emergencies. This plan outlines the planning assumptions, policies, concept of operations, organizational structures, and the roles and responsibilities of all those involved in coordinating federal, regional, state and local activities.

This Plan was funded by the Town of Alstead and the NH Homeland Security and Emergency Management, with a grant from FEMA's Emergency Management Performance Grant (EMPG) program.

This update was prepared with assistance from professional planners at Southwest Region Planning Commission trained in Emergency Management Planning. Data used to prepare this plan is available at their office and should be used in preparing future updates.



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## **LETTER OF AGREEMENT**

The signatories of this Letter of Agreement are committed to supporting EOP concepts, processes and structures and carrying out their assigned functional responsibilities to ensure effective and efficient incident management, including designating representatives to staff interagency coordinating structures.

### ***Signatories to the Town of Alstead Emergency Operations Plan***

\_\_\_\_\_  
Select Board

\_\_\_\_\_  
Emergency Management Director

\_\_\_\_\_  
Police Chief

\_\_\_\_\_  
Fire Chief

\_\_\_\_\_  
EMS

\_\_\_\_\_  
Road Agent

\_\_\_\_\_  
Deputy Emergency Management Director

\_\_\_\_\_  
School Superintendent

\_\_\_\_\_  
Town Clerk

\_\_\_\_\_  
Town Treasurer

\_\_\_\_\_  
Health Officer

\_\_\_\_\_  
Welfare Administrator

\_\_\_\_\_  
Planning Board

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## **RECORD OF REVISIONS OR CHANGES**

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<b>CHANGE NUMBER</b>	<b>DATE</b>	<b>SUBJECT AREA</b>	<b>INITIALS</b>

## **PROPOSAL FOR CHANGES, CORRECTIONS, ADDITIONS & DELETIONS FORM**

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**To:   Emergency Management Director  
Town of Alstead Emergency Management  
15 Mechanic Street  
Alstead, NH 03602**

**Re:   Emergency Operations Plan**

### **Proposal for Changes, Corrections, Additions & Deletions**

Any user of this plan is encouraged to recommend changes that the user feels may enhance or clarify a particular portion of this plan. Suggested changes should be submitted to the Emergency Management Director at the above address for consideration. The Emergency Management Director will respond with a written form, as to whether or not the suggestion will be implemented and, if not, why it will not be implemented. The format of the suggested changes should be:

Identify One:

Base Plan \_\_\_\_                      Annex \_\_\_\_                      ESF Appendix (No. \_\_) \_\_\_\_  
Incident Specific Annex/Documents \_\_\_\_\_

Section:

Paragraph/Subparagraph:

Page Number:

Currently Reads:

Proposed Change:

Other Comments:

Submitted by (Name):

Agency/Organization:

Contact (Phone or e-mail):

Date:

## **CHAPTER I - INTRODUCTION**

The Town of Alstead Emergency Operations Plan, hereafter referred to as the EOP, establishes the town's strategy to prevent, protect, prepare for, responds to, recover from, and mitigate the impacts of a wide variety of disasters and other emergencies that could adversely affect the health, safety and/or general welfare of the residents and guests of the town. It is designed to address the response to consequences of any disaster or emergency situation that would affect the population and/or property within the town. The EOP is applicable to natural disasters such as earthquakes, hurricanes and tornadoes; manmade incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including Terrorism), power failures, nuclear power plant incidents, and national security emergencies.

The EOP describes the basic mechanisms and structures by which the town would respond to potential and/or actual emergency situations. To facilitate effective response operations, the EOP incorporates a functional approach that groups the types of assistance to be provided into Emergency Support Functions (ESFs) (i.e., communications and alerting, transportation, etc.). Each ESF is assigned a lead agency, which has been selected based upon statutory authority, current roles and responsibilities, resources, and capabilities within the particular functional area to oversee the implementation of that ESF. Other agencies have been designated as support agencies for one or more of the ESF(s) based upon their expertise, resources and capabilities to support the functional areas. The lead agency is responsible for developing and maintaining the ESF documents and for coordinating related tasks during emergency operations.

It is the intention of the town to maintain compliance with the National Incident Management System (NIMS) as described in the Memo dated March 1, 2004 from Department of Homeland Security (DHS) Secretary Tom Ridge. Emergency response operations will be organized and managed under the Incident Command System (ICS) recognized by the National Incident Management System. The town will continue to develop and refine the EOP to comply with NIMS requirements as they are developed in the future.

The following priorities guide the emergency management practice for the Town of Alstead:

- Reduce the loss of life and property of residents, property owners, businesses and visitors due to natural, technological and/or man-made disasters
- Incident stabilization
- Environmental conservation
- Assist the town in recovering from emergency situations through an immediate and coordinated restoration and rehabilitation of affected persons, businesses and properties
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## **PURPOSE AND SCOPE**

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### **PURPOSE**

- a) The primary purpose of the EOP is to initiate, coordinate and sustain an effective local response to disasters and emergency situations. Secondary to this is to make each organization and department aware of its responsibility in all-hazard emergency operations. This plan, upon being implemented by the town government, will provide the basis for coordinating protective actions prior to, during and after any type of disaster. The EOP is designed to:
1. Identify planning assumptions, assess hazard potentials and develop policies;
  2. Establish a concept of operations built upon an interagency coordination in order to facilitate a timely and effective local response;
  3. Assign specific functional responsibilities to appropriate departments and agencies;
  4. Coordinate actions necessary to respond to an emergency and coordinate the links between local governments, neighboring states and federal response;
  5. Unify the efforts of government, volunteers and the private sector for a comprehensive approach to reducing the impacts of emergencies and disasters.
- b) The EOP establishes policies and procedures. It describes strategies, assumptions, objectives, and how this plan supports the five phases of emergency management (Prevention, Mitigation, Preparedness/Protection, Response, and Recovery), and what Federal operations the EOP follows, which include the National Incident Management System (NIMS), Incident Command System (ICS), Emergency Support Function (ESF), and Department of Homeland Security's (DHS) National Response Framework (NRF).
- c) The EOP establishes interagency and multi-jurisdictional mechanisms for town involvement in coordination of incident support activities. This includes coordination structures and processes for disasters or other emergencies requiring:
- Emergency support to residents and visitors;
  - Support of other local governments;
  - The exercise of direct Local authorities and responsibilities, as appropriate under the law;
  - Public and private-sector incident management integration; and
  - Coordination, administration and integration of emergency management plans and programs of Federal and State agencies.

### **SCOPE**

- a) This is an operations-based plan that follows NIMS, ICS and NRF guidelines, incorporates the ESFs other functional groups, as well as incident specific actions.
- b) The EOP calls for regularly scheduled exercises and training to identify and enhance the capabilities of local relevant stakeholders when managing with emergency situations.
- c) It defines the responsibilities of local agencies, non-governmental organizations (NGOs) and partners from both the public and private sector. In addition, the EOP recognizes and incorporates the various jurisdictional and functional authorities of local departments and agencies, and private-sector organizations during an incident.
- d) This plan describes how State and Federal resources will be coordinated to supplement local resources in a disaster.
- e) This plan does not contain resource inventories, specific operating instructions, or personnel directories. Logistics, techniques, methodologies, and implementation strategies are components of organizational procedural manuals. Development of these “Standard Operating Procedures/Standard Operating Guidelines” (SOPs/SOGs) is the responsibility of each individual agency identified within the EOP.

### **CONSTRUCT OF PLAN**

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The EOP includes the following:

#### **BASE PLAN**

The Base Plan describes the structure and processes designed to integrate the efforts and resources of the federal, State, regional and local governments, the private sector and non-governmental organizations (NGOs). The Base Plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan administration and maintenance instructions.

#### **ANNEX A: EMERGENCY SUPPORT FUNCTIONS (ESFs)**

The Emergency Support Functions describe the responsibilities and general concepts for emergency management activities and obligations maintained by each individual function. These responsibilities include reduction of the immediate hazard, saving lives and property, incident stabilization, environmental and economic conservation, and restoration of pre-incident conditions.

The Emergency Support Functions are comprised of 15 specific functional areas, they are:

- Transportation (ESF #1)
- Communications and Alerting (ESF #2)

- Public Works & Engineering (ESF #3)
- Firefighting (ESF #4)
- Emergency Management (ESF #5)
- Mass Care, Housing, and Human Services (ESF #6)
- Resource Support (ESF #7)
- Health and Medical (ESF #8)
- Search and Rescue (SAR) (EF #9)
- Hazardous Materials (HAZMAT) (ESF #10)
- Agriculture, Cultural, and Natural Resources (ESF #11)
- Energy (ESF #12)
- Public Safety and Law Enforcement (ESF #13)
- Volunteer and Donation Management (ESF #14)
- Public Information (ESF #15)

#### **ANNEX B: INCIDENT/HAZARD SPECIFIC**

Some disasters or emergencies require unique approaches to prevention, preparedness, response, recovery, and mitigation at some, or all levels. This Annex constitutes a collection of materials intended to address specific incidents/hazards. It includes specialized guidance, processes and administration to meet those needs based upon the individual characteristics of the incident.

#### **ATTACHMENTS/APPENDICES**

Attachments and Appendices provide additional relevant and/or more detailed supporting information for each section of the EOP. This includes glossaries, acronyms, statutory authorities, and other documents.



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## PHASES OF EMERGENCY MANAGEMENT

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Emergency management operations are carried out within five distinct phases: prevention, mitigation, preparedness, response, and recovery.

### PREVENTION

Prevention means identifying, deterring or stopping an incident from occurring to protect property and lives.

### MITIGATION

Mitigation includes actions that are taken before an emergency to eliminate or reduce the risk to human life and property from natural, technological and/or civil hazards. The goal of mitigation activities is to lessen the impact of a disaster or emergency and to reduce the costs of response and recovery operations.

### PREPAREDNESS / PROTECTION

Preparedness/Protection actions are pre-emergency activities that attempt to prepare organizations to effectively respond to disasters or emergencies. This phase involves training, exercising, planning, and resource identification and acquisition. When these tactics are effectively created and implemented before an event there may be a reduction in the cascading events of a disaster or emergency.

### RESPONSE

Response actions are taken immediately prior to, during, or directly after a disaster or emergency to save lives, minimize damage to property and enhance the effectiveness of recovery. Response begins when an emergency or disaster is imminent and/or immediately after it occurs.

### RECOVERY

Recovery includes both short-term and long-term activities. Short-term recovery aims at returning infrastructure systems back to operating standards. Long-term recovery works to return the site to “near normal” conditions after a disaster or emergency. Long-term recovery also includes restoring economic activity and rebuilding community facilities and housing. Long-term recovery can take months or years. In some cases, recovery begins during the response to a disaster or emergency concurrently with response efforts.



**Figure 1: Phases of Emergency Management**

## **INCIDENT MANAGEMENT ACTIVITIES**

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### **NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) / INCIDENT COMMAND SYSTEM (ICS)**

NIMS is the national model for Preparedness, Communications and Information Management, Resource Management, and Command and Management. ICS, established by NIMS, is the model for command, control and coordination for an emergency response. This system provides a means to coordinate the efforts of individual agencies as they work toward stabilizing the incident, protecting life, property, and the environment. ICS uses principles known to improve efficiency and effectiveness in an emergency response. Due to the increased complexity of events occurring in New Hampshire and the number of agencies/departments with a responsibility to act, the Town of Alstead utilizes ICS as the operational system to manage disaster and emergency situations.

### **LOCAL EMERGENCY OPERATIONS CENTER (EOC) ACTIVATION FOR MONITORING**

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the Alstead Town Offices at 15 Mechanic Street. Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs to be developed by the Emergency Management Director. In the event the Primary EOC is threatened, an alternate EOC may be activated at the Village Fire House, located at 9 Main Street.

Direction and control of the EOC is the responsibility of the EMD. The EMD will coordinate the response of the community's departments, advise the Chair of the Select Board on the necessary protection actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the EMD and in response to executive decisions.

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## EMERGENCY SUPPORT FUNCTIONS

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**ESF-1, Transportation** – Provides for coordination, control and allocation of transportation assets in support of the movement of emergency resources including the evacuation of people, and the redistribution of food and fuel supplies.

**ESF-2, Communications and Alerting** – Provides emergency warning, information and guidance to the public. Facilitates the requirements and resources needed to provide for backup capability for all means of communication.

**ESF-3, Public Works & Engineering** – Provides for debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services, and the safety inspection of damaged public buildings.

**ESF-4, Fire Fighting** – Provides for mobilization and deployment, and assists in coordinating structural firefighting resources to combat urban incidents; provides incident management assistance for on-scene incident command and control operations.

**ESF-5, Emergency Management** – Addresses the coordination of local incident management and response efforts to support local efforts. It encompasses the coordination of activities identified in the EOP; the operation of the EOC; incident action planning; situational awareness and information-sharing; and, provides direction and control over the use of local resources.

**ESF-6, Mass Care, Housing, and Human Services** – Addresses, coordinates and reports on the emergency mass care activities of local and partner NGOs responsible for sheltering, feeding, counseling, temporary housing, and related social services and welfare activities required to assist disaster clients. In addition, this ESF is responsible for the safety and well-being of household pets in shelters.

**ESF-7, Resource Support** – Secures resources through mutual aid agreements and procurement procedures for all ESFs, as needed. Provides for coordination and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and initial relief operations.

**ESF-8, Health and Medical Services** – Provides care and treatment for the ill and injured; mobilizes trained health and medical personnel and other emergency medical supplies, materials and facilities; provides public health and environmental sanitation services, disease and vector control, and the collection, identification, and protection of human remains.

**ESF- 9, Search & Rescue** – Provides resources for ground, water and airborne activities to locate, identify and remove from a stricken area, persons lost or trapped in buildings and other structures; provides for specialized emergency response and rescue operations.

**ESF-10, Hazardous Materials** – Provides response, inspection, containment and cleanup of hazardous materials accidents or releases.

**ESF-11, Agriculture, Cultural, and Natural Resources** – Addresses concerns regarding agricultural functions during disaster or emergency situations as well as the effect of an incident

upon the natural and cultural resources of the community. These concerns include: assessment and surveillance of agriculture needs within affected areas; provision of agriculture-related services and supplies; identification and application of appropriate agriculture assistance programs; and obtaining and delivering emergency food supplies. In addition, this ESF is responsible for the care and well-being of large animals and livestock during an incident.

**ESF- 12, Energy** – Coordinates with the private sector for the emergency repair and restoration of critical public energy utilities, (i.e., gas, electricity, etc.); coordinates the rationing and distribution of emergency power and fuel.

**ESF- 13, Public Safety and Law Enforcement** – Provides for the protection of life and property by enforcing laws, orders and regulations, including the movement of persons from threatened or hazardous areas; provides for area security, traffic and access control.

**ESF- 14, Volunteers and Donations** – Facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

**ESF- 15, Public Information** – Provides for effective collection, control and dissemination of public information to inform the general public adequately of emergency conditions and available assistance; coordinates a system to minimize rumors and misinformation during an emergency.

Agency Lead and Support Responsibilities (Table 1-1)

Agency / Organization	ESF #1	ESF #2	ESF #3	ESF #4	ESF #5	ESF #6	ESF #7	ESF #8	ESF #9	ESF #10	ESF #11	ESF #12	ESF #13	ESF #14	ESF #15
Select Board		S			S	S	S		S		S	S		S	L
Emergency Management Director	S	S		S	L	L	L	L	S	L	L	L	S	L	S
Deputy Emergency Management Director					S	S		S							
Police Department	L	L	S	S	S	S	S	S	L	S	L	S	L	S	S
Fire Department	L	L	S	L	S	S	S	S	L	L		S	S	S	S
EMS	S			S	S	S	S	L	S	S			S		
Road Agent	S	S	L	S	S	S	S	S	S	S	S	S	S		S
School Superintendent/Principal	S	S			S	S	S	S		S				S	S
Town Treasurer	S				S	S	S								
Health Officer					S	S	S			S	S			S	
Office Administrator					S		S								
Welfare Administrator					S		S							S	
Planning Board					S		S								

Legend: S-Supporting L-Lead

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**AUTHORITIES AND REFERENCES**

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**FEDERAL STATUTES**

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, describes the programs and processes by which the Federal Government provides disaster and emergency assistance to state and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency.
- The Homeland Security Act of 2002, established a Department of Homeland Security (DHS) as an executive department of the United States.
- Post Katrina Emergency Management Reform Act (PKEMRA), clarified and modified the Homeland Security Act with respect to the organizational structure, authorities and responsibilities of FEMA and the FEMA Administrator.
- Sandy Recovery Improvement Act of 2013 (SRIA), authorizes several significant changes to the way FEMA may deliver federal disaster assistance to survivors.
- Pets Evacuation and Transportation Standards Act of 2006, amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to require the Director of the Federal Emergency Management Agency (FEMA) to ensure that state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals prior to, during and following a major disaster or emergency.

**EXECUTIVE ORDERS**

- Executive Order 12127, President Carter's 1979 executive order that merged many of the separate disaster-related responsibilities into the Federal Emergency Management Agency (FEMA).
- Executive Order 12241, Transferring review and concurrence responsibility for local and State plans from the Nuclear Regulatory Commission (NRC) to FEMA.

## STATE STATUTES

AUTHORITY OF EMERGENCY RESPONSE STATE AGENCIES/Regional/Federal		
POSITION/AGENCY	AUTHORITIES	AUTHORITY
<b>Governor</b>	<ul style="list-style-type: none"> <li>• Delegation of Authority to HSEM Director</li> <li>• Declaration of State of Emergency</li> <li>• Ordering Evacuation</li> <li>• Ordering other Protective Action</li> </ul>	Title 1 Chapter 4 Section 4:45
<b>Dept. of Agriculture</b>	<ul style="list-style-type: none"> <li>• Regulation of Food Handling, Preparation, Storage &amp; Distribution</li> <li>• Environmental Sampling</li> </ul>	RSA 425 RSA 426 RSA 427
<b>Dept. of Education</b>	<ul style="list-style-type: none"> <li>• Assist in coordination of emergency response activities of school districts</li> </ul>	RSA 189 RSA 194 RSA 200
<b>Dept. of Employment Security</b>	<ul style="list-style-type: none"> <li>• Actions &amp; Provisions as specified in the Disaster Relief Act of 1974</li> </ul>	RSA 108
POSITION/AGENCY	AUTHORITIES	AUTHORITY
<b>Dept. of Environmental Services</b>	<ul style="list-style-type: none"> <li>• Control of Public Water Supplies</li> <li>• Environmental Sampling</li> </ul>	RSA 149
<b>Dept. of Health &amp; Human Services</b>	<ul style="list-style-type: none"> <li>• Radiological Waste Disposal</li> <li>• Transportation of Patients and use of Vehicles as ambulances</li> <li>• Response Expenses</li> <li>• Reciprocal Agreements</li> <li>• Emergency Social Services</li> <li>• Referral Services for Evacuees</li> <li>• Emergency Shelter</li> </ul>	RSA 125 RSA 126 RSA 151 RSA 161
<b>Dept. of Natural and Cultural Resources</b>	<ul style="list-style-type: none"> <li>• Access &amp; Traffic Control in State Parks and Forests</li> </ul>	RSA 12 RSA 218

<b>Homeland Security &amp; Emergency Management</b>	<ul style="list-style-type: none"> <li>• Direction of Emergency Response Organization</li> <li>• Control of Emergency Communications</li> <li>• Request Federal and Regional Assistance</li> <li>• Actions &amp; Provisions of the Disaster Relief Act of 1974</li> <li>• NH Radiological Emergency Response Plan</li> </ul>	RSA 21P RSA 107B RSA 108
<b>NH State Police</b>	<ul style="list-style-type: none"> <li>• Direct Resources of Bus Services</li> <li>• Access Control</li> <li>• Support to Local Police</li> <li>• Support to Traffic Control</li> <li>• Crime Prevention &amp; Control</li> <li>• Request for Regional Law Enforcement Assistance</li> </ul>	RSA 106 NESPAC
<b>Dept. of Transportation</b>	<ul style="list-style-type: none"> <li>• Utilize Traffic Control Device</li> <li>• Clearing Roads of Vehicles, Debris &amp; Snow</li> <li>• Installing Evacuation Route Signs</li> </ul>	RSA 228
<b>Fish &amp; Game Department</b>	<ul style="list-style-type: none"> <li>• Support Department of Public Health Services (DPHS) Special Environmental Sampling &amp; Monitoring of Shellfish</li> <li>• Access &amp; Traffic Control in Remote Areas</li> <li>• Notification &amp; Evacuation of Individuals in outdoor recreational areas</li> </ul>	RSA 206 RSA 208 RSA 211
<b>NH National Guard</b>	<ul style="list-style-type: none"> <li>• Mobilization of Reserves for Protracted Emergency period. General Support</li> </ul>	RSA 110B
<b>Public Utilities Commission</b>	<ul style="list-style-type: none"> <li>• Consider implementation of Emergency Regulations</li> <li>• Provide key stakeholders additional nuclear facility onsite information</li> <li>• Monitor performance of utilities emergency response</li> </ul>	RSA 107B
<b>POSITION/AGENCY</b>	<b>AUTHORITIES</b>	<b>AUTHORITY</b>



<b>Hillsborough County Dispatch Center</b>	<ul style="list-style-type: none"><li>• Operate multi-town emergency communications systems</li><li>• Activate emergency sirens</li></ul>	RSA 107B LOA
<b>Southwestern NH Fire Mutual Aid</b>	<ul style="list-style-type: none"><li>• Operate multi-town emergency communications systems</li><li>• Activate emergency siren systems [not available in Alstead)</li></ul>	RSA 154 LOA
<b>Civil Air Patrol</b>	<ul style="list-style-type: none"><li>• Transportation of passengers and equipment</li><li>• Aerial Reconnaissance of surface traffic</li><li>• Air &amp; ground Search and Rescue</li><li>• Airborne Damage Assessment</li><li>• Aerial Radiological Monitoring</li><li>• Radio communication support</li><li>• Courier and message service</li></ul>	LOA
<b>U.S. Coast Guard</b>	<ul style="list-style-type: none"><li>• Controlling access to Emergency Planning Zone (EPZ) by sea</li><li>• Marine emergency notification to commercial and pleasure craft</li></ul>	Title 33, CFR Parts 72.01 & 165.20
<b>Federal Agencies</b>	<ul style="list-style-type: none"><li>• Authorities of Public Law 93-288, as amended, the Robert T. Stafford Disaster Relief &amp; Emergency Assistance Act</li></ul>	PL 23-288, PL 94-163 PL 93-275, RSA 339:39-44 Executive Orders 91-6, 2003-3 RSA 4-C:1

*RSA = New Hampshire Revised Statutes Annotated of the State Emergency Management Act; LOA = Letter of Agreement*

## Chapter II - Situation and Planning Assumptions

### SITUATION

This Hazard Analysis and Assessment is the basis for both mitigation efforts and EOPs. From an emergency operations planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be planned for and what resources are likely to be needed. For purposes of emergency operations planning, basic considerations of this include: Identification of Hazards, Profile Hazard Vulnerability and Critical Facility Vulnerability.

#### Scope

This document applies to all natural and manmade hazards in Alstead, NH that require response and recovery actions under the EOP.

### POPULATION

The Town of Alstead has a population of approximately 1,985 (American Community Survey, 2016).

### GEOGRAPHY AND CLIMATE

The Town of Alstead is located in the western portion of Cheshire County, in Southwest New Hampshire. Alstead is bounded on the north by Langdon and Acworth, easterly by Marlow, southerly by Gilsum and Surry and westerly by Walpole.

The Cold River and Warren Brook flow through the northern part of Alstead and join together just east of the village center. Additionally, Alstead also has land that has been publicly and privately protected from development as shown on the map below. The surface of the land is irregular and broken, with an absence of any mountainous peaks within its limits. The two largest bodies of water are Lake Warren, which lies in the eastern part of the town, and Caldwell Pond in the southern part.

Alstead's climate is temperate. Average summer temperature is 65 degrees Fahrenheit and 20 degrees in the winter. Average annual precipitation is 40 inches and the average annual snowfall is 66 inches.

### ECONOMY

LARGEST EMPLOYERS			
Employer	Partial Address	Town	Employer Size
Town of Alstead	Mechanic Street	Alstead	55
Alstead Primary School	Mechanic Street	Alstead	20 to 49
Vilas Elementary School	Mechanic Street	Alstead	20 to 49
Alstead General Store	Mechanic Street	Alstead	15
Orchard Hill Bakery	Old Settlers Road	Alstead	15
Blanch Flower Specialty Lumber	River Road	Alstead	15
Fuller Machine Company	Gilsum Mine Road	Alstead	10 to 19

Bensonwood	Pratt Road	Alstead	10
Orchard School	Old Settlers Road	Alstead	6
LEAF Charter School	Gilsum Mine Road	Alstead	6 to 8

Source: New Hampshire's Economic and Labor Market Information Data System 2018 and EOP Committee input.

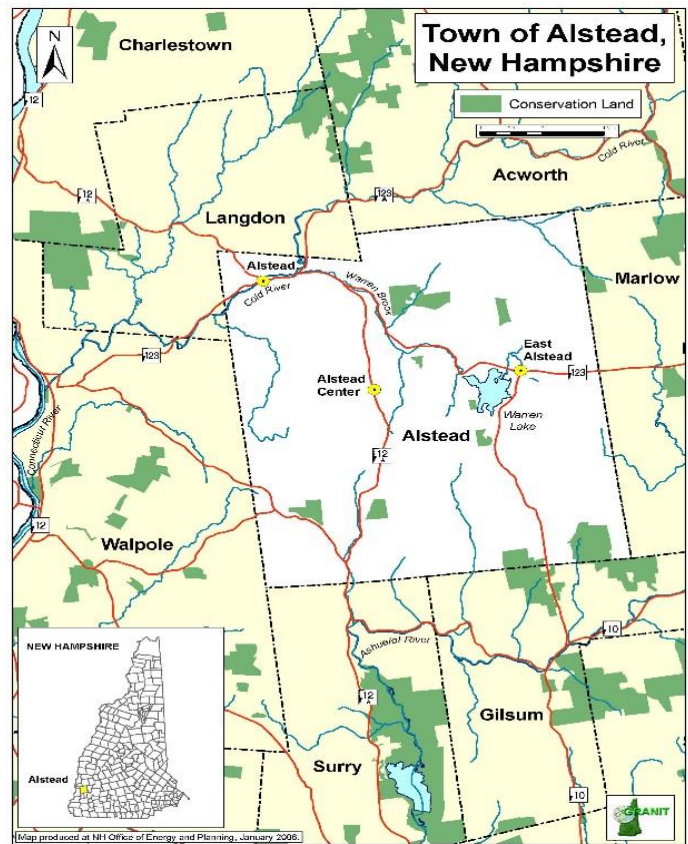
### GOVERNMENT AND HIGHER EDUCATION

The Town of Alstead is governed by a three-member Select Board and operates under the town meeting form of government.

EDUCATION AND CHILD CARE			NH Dept. of Education		
Schools Students attend	Grades K-12 are part of Fall Mountain Regional (Acworth, Alstead, Charlestown, Langdon, Walpole)			District	60
Career Technology Center(s)	Fall Mountain RHS - CTE; Cheshire Career Center (Keene)			Region	13
Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial	
Number of Schools	1	1			
Grade Levels	P K 1-4	5-8			
Total Enrollment	95	106			
2017 NH Licensed Child Care Facilities, DHHS - Bureau of Child Care Licensing			Total Facilities: 0	Total Capacity: 0	
Nearest Community Technical College: River Valley					
Nearest Colleges or Universities: Keene State; Antioch New England					
Source: Economic & Labor Market Information Bureau, NH Employment Security, March 2018. Community Response Received 6/2/2017					

**TRANSPORTATION SYSTEMS**

Three major highways, state routes 12A, 123, 123A run through the town and generate a considerable amount of vehicular traffic on a year-round basis. There is no air or rail service available in town.



## HAZARD ANALYSIS

The Town of Alstead currently has a comprehensive Hazard Mitigation Plan. Hazard Mitigation Plans include a detailed identification of natural and human-caused hazards affecting the Town. The Hazard Mitigation Plan can be reviewed for more specific hazard information for the Town of Alstead.

### Vulnerability and Risk Assessment

The vulnerability and risk assessment provides information to enable the town to identify and prioritize appropriate mitigation actions to reduce losses from the identified hazards. For each hazard type shown in the table below, the committee assigned a value (1-5) to reflect the Human, Property and Business impact of each hazard to determine the vulnerability. Then, the committee assigned a probability value (1-5) reflecting the likelihood that this hazard will occur in the next 25 years. The severity and risk was calculated from the inputted values. The final column indicates the risk of each hazard, allowing the committee to see which hazards pose the greatest risk to the community. Very Low to Very High risk was assigned as shown below.

**Human Impact, Property Impact, Business Impact and Probability rating scale:**



**Risk Assessment Table**

	Human Impact	Property Impact	Business Impact	Probability	Severity	Risk	Risk Level
	Probability of death or injury	Physical losses and damages	Interruption of service	Likelihood this will occur in 25 years	Average of human, property, business impacts	Severity x Probability	
Flooding	5	5	5	5	5	25	Very High
Drought	1	3	4	5	2.7	13	Medium
Extreme Heat	5	1	3	5	3	15	Medium
Wild Fire	4	5	3	5	4	20	High

Lightning Strikes	1	3	2	5	2.3	12	Medium
	<b>Human Impact</b>	<b>Property Impact</b>	<b>Business Impact</b>	<b>Probability</b>	<b>Severity</b>	<b>Risk</b>	<b>Risk Level</b>
Tornado/downburst/wind	3	4	5	5	4	20	High
Hurricane/tropical storm	3	4	5	5	4	20	High
Earthquake	1	2	2	2	1.7	3	Very Low
Severe Winter Weather	5	4	4	5	4.3	22	Very High
Erosion	2	3	4	4	3	12	Medium
Landslide	2	3	4	4	3	12	Medium
HazMat Spills	5	3	4	5	4	20	High
Dam Failure	4	5	5	2	4.7	9	Low

**Risk Level:    1-5 Very Low    6-10 Low    11-15 Medium    16-20 High    21-25 Very High**

### **EMERGENCY OPERATIONS PLANNING ASSUMPTIONS**

An emergency or disaster can occur in the town at any time, any place. It may create significant degrees of human suffering, property damage and economic hardship to individuals, local government, and the business community. The town assumes that there are many emergency situations that may directly produce severe consequences and the varying degrees of impact will affect the response. Hence, the following assumptions are valid:

1. The town, in conjunction with the State, is primarily responsible for natural, manmade and technological emergency preparedness and has shared responsibilities with the State and Federal government for national security preparedness.
2. These responsibilities necessitate the development of a multi-hazard plan, with functional ESFs and detailed procedures.
3. That a disaster, producing a great number of casualties and wide spread

damage, may occur with little or no warning.

4. Depending upon the severity of the situation, the town may be quickly overwhelmed with the emergency.
5. Each level of government will respond to an incident using its available resources, to include the use of mutual aid, and may request assistance from the next higher level of government, if required (i.e., municipality to State and State to Federal government).
6. The State will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.
7. Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide immediate life- sustaining relief to individuals and families, not normally available from government resources. Local and/or State agencies will assist these organizations by providing information, guidance and coordination of relief efforts.
8. Local and State emergency operations plans address the ability to direct, control, coordinate, and manage emergency operations during multiple events.
9. The Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
10. State and Federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
11. Local government will continue to function under all disaster and emergency conditions.
12. Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to, and recovering from the effects of an emergency or disaster.
13. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate Federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of State and local government.

## **CHAPTER III - ROLES AND RESPONSIBILITIES**

### **LOCAL JURISDICTIONS**

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The Emergency Management Director (EMD) has the responsibility for the development and implementation of emergency management programs designed to provide for rapid and effective response to an emergency situation. They should plan for the protection of life and property within the community. Local department heads and NGOs should work with the EMD during the development of local emergency plans and should be prepared to provide response resources.

### **INDIVIDUALS AND HOUSEHOLDS**

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Individuals and households have a responsibility to be prepared for disaster situations. Residents should educate themselves on what to do before, during and after different types of disasters. A number of resources are available to residents of Alstead. The ReadyNH.gov website contains many emergency preparedness resources for local residents. These include signing up for emergency alerts through NH Alerts, preparing an Emergency Contacts card, compiling an Emergency Kit, and developing a Family Emergency Plan. Other resources include the Division of Fire Safety: Office of the State Fire Marshal's Public Education website and the National Fire Protection Association website. The EMD works to educate the public on an annual or biannual basis through existing community institutions.

### **FEDERAL GOVERNMENT**

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The Department of Homeland Security and the Federal Emergency Management Agency are responsible for the following areas of planning and operations:

- Supporting local governments in planning, preparedness, mitigation, response, and recovery operations;
- Coordinating Federal aid for a Presidentially Declared Disaster (PDD) and emergencies by implementing the NRF;
- Coordinating emergency preparedness for the possibility of nuclear power plant accidents, radiation accidents and attack; and,
- Ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

### **NON-GOVERNMENTAL AND VOLUNTEER ORGANIZATIONS (NGOs)**

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NGOs collaborate with other agencies and organizations, first responders and all levels of government to provide relief services to sustain life, reduce physical and emotional distress and promote recovery of disaster victims when assistance is not available from other sources. Private relief organizations have a two-fold responsibility. The first responsibility is to cooperate and coordinate with government agencies to help ensure broad and thorough coverage of relief. The second, and more important responsibility, is to provide relief not provided by the government on a complementary and supplementary basis.



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## **PRIVATE SECTOR**

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The roles, responsibilities and participation of the private sector vary based on the type and impact of disaster or emergency. Regardless, as a key element of local economies; private sector recovery and restoration is essential to aid the jurisdictions impacted.

Certain organizations are required by existing law and regulation to bear the cost of planning and response to disasters or other emergencies, regardless of cause. In the case of a catastrophic incident, these private-sector organizations are expected to mobilize and employ the resources necessary and available, in accordance with their plans, to address the consequences of incidents at their own facilities or emergencies for which they are otherwise responsible.

The roles of private sector organizations may include: Impacted Organization or Infrastructure, Response Resource, Regulated and/or Responsible Party, or Local Emergency Management Organization Member.

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## **PRIMARY RESPONSIBILITIES**

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### **The Chair (Select Board) is responsible for:**

- Supporting Emergency Management efforts in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protecting life and property through executive decisions assisted by all departments and organizations stated herein.
- Requesting and coordinating all military assistance through NH Homeland Security and Emergency Management.
- Issuing the Declaration of a State of Emergency.
- Coordinating financial support for emergency response and recovery operations.
- Assist in issuing emergency evacuation recommendations.
- Providing emergency public information and instructions.
- Coordinating emergency shelter, feeding and clothing.
- Providing leadership for disaster mitigation program.

### **The Office Administrator is responsible for:**

- Supporting emergency management in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protecting life and property through executive decisions assisted by all departments and organizations stated herein.
- Support dissemination of public information.

- Providing population data.
- Protecting all town records.

**The Emergency Management Director (EMD) is responsible for:**

- Coordinating emergency operations training for all departments.
- Conducting test exercises of a multi-department nature and assisting departments to conduct their own test exercises.
- Coordinating the emergency operations.
- Assisting in providing for the protection of life and property.
- Maintaining of the Emergency Operation Plan.
- Assisting all departments in maintaining and training auxiliary forces.
- Gathering and analyzing all information and instructions for the general public to be released by the Chair of the Select Board.
- Providing and maintaining an up-to-date departmental emergency operations plan and assisting other departments in providing and maintaining their own departmental emergency operations plans.
- Providing information on existing and potential resources.
- Providing and coordinating administrative support for the EOC.
- Coordinating emergency functions for community or organizations and industries.
- Coordinating the rationing of essential community resources and supplies, as directed by the Office Administrator.
- Coordinating the training and assignment of public shelter management and staff.
- Establishing a community shelter plan.
- Training and assigning radiological personnel and maintaining radiological equipment.
- Advise the Office Administrator on the location of additional resources.
- Maintain the Resource Inventory Listing in an up-to-date condition.
- Developing a public warning plan and system.
- Providing maps for planning and EOC display purposes.

**The Police Department is responsible for:**

- Providing emergency operations training for its own personnel, assisted by the EMD.
- Conducting its own test exercises, as coordinated by the EMD.
- Protecting life and property, assisted by all departments.
- Providing crowd control, assisted by the Fire Department.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Maintaining and training its own auxiliary forces, assisted by the EMD.
- Coordinating regional police mutual aid.
- Assisting the Fire Department in providing radiological monitoring capability.
- Coordinating all emergency traffic control procedures within the community.

**The Fire Department is responsible for:**

- Extinguish and/or contain all fires.
- Report any power outages to Dispatch (415).
- Provide personnel to other emergency services to augment their capabilities, if available.
- Receive the notification of an actual or impending emergency and forward it to the Office Administrator and the EMD per discretion of the Fire Chief.
- Disseminate emergency warnings to the general public.
- Perform such other functions for the protection of life and property as deemed necessary by the Fire Chief in accordance with NH RSAs.
- Maintain emergency communications capability.
- Train fire personnel for multi-hazard response and discipline.
- Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols.
- Maintain an up-to-date inventory of personnel and equipment.
- The Fire Department will implement existing operating procedures, mutual aid agreements and notification as outlined within existing protocols.
- Emergency operations training for its personnel.
- Conducting test exercises, as coordinated by the EMD.

- Assisting the Police Department in providing crowd control.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Providing a monitoring capability for radiological accidents or incidents.
- Containing and extinguishing fires.
- Coordinating regional fire mutual aid.
- Providing rescue operations and emergency medical services.
- Receiving warnings from the County Sheriff's Office National Alert and Warning System (NAWAS) point and alerting local officials.
- Coordinating the emergency communications system.
- Supervising emergency operations in hazardous materials accidents or incidents.

**The Alstead EMS is responsible for:**

- Provide emergency medical treatment and evacuation of the injured.

**The Highway Department is responsible for:**

- Provide emergency debris clearance to restore emergency communications systems.
- Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- Provide temporary construction of emergency access routes necessary for passage of emergency response personnel.
- Providing emergency operations training for members of its own staff, assisted by the EMD.
- Assisting in the protection of life and property.
- Dispersing its own equipment and manpower to strategic locations, under direction of the EOC/EMD.
- Maintaining and training its own auxiliary forces, assisted by the EMD.
- Coordinating regional highway mutual aid.
- Keeping streets clear of debris.
- Providing refuse disposal.

- Coordinating emergency transportation.
- Coordinating restoration of utility services.
- Coordinating damage assessment activities.
- Assist in mobilization needs for resources, manpower and equipment.

**The School Superintendent is responsible for:**

- Providing emergency operations training for its own personnel, assisted by the EMD.
- Conducting test exercises at the Alstead schools, as coordinated by the Fire Chief.
- Coordinating regional mutual aid within the School Administrative Unit (SAU).
- Assisting the Red Cross in the mass feeding and sheltering of evacuees.
- Coordinating emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.

**The Town Treasurer is responsible for:**

- Maintaining records of emergency expenditures.
- Advising the Select Board on the disbursement of town funds.

**The Health Officer is responsible for:**

- Enforcing public health standards.
- Assisting in coordinating emergency shelter and feeding.
- Directing inoculation or immunization.
- Coordinating emergency health care planning.
- Liaison with local hospitals.
- Coordinating emergency repairs to essential community structures.
- Coordinating damage assessment activities.
- Maintaining an accurate record of all issues which need to be addressed in an effort to maintain or reestablish State code compliance or health and safety issues.
- Monitoring all temporary facilities to maintain health code compliance.
- 

**The Welfare Administrator is responsible for:**

- Coordinating with the Red Cross and other local agencies.

**The Planning Board is responsible for:**

- Collecting and providing ESF status information for inclusion into Situation Reports (SitRep).

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**FACILITIES AND RESPONSE RESOURCES**

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**INCIDENT COMMAND POST (ICP)**

The Incident Command Post is the field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

The Incident Command Post is established by the senior emergency responder on site. It will range from a vehicle to a structure, depending on the needs of the situation.

**LOCAL EMERGENCY OPERATIONS CENTER (EOC)**

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the Alstead Town Offices, 15 Mechanic Street, Alstead, NH. Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs to be developed by the EMD.

**ALTERNATE LOCAL EOC**

In the event the Primary EOC is threatened, an alternate EOC may be activated at the Alstead Village Firehouse, 9 Main Street, Alstead, NH.

## CHAPTER IV - CONCEPT OF OPERATIONS (CONOPS)

The Concept of Operations is a description of how the response organization accomplishes a mission or set of objectives which are determined during the planning process and based on the jurisdiction's threat, hazard analysis and risk assessment (THIRA) and capability analysis.

It is a premise of emergency management that all incidents begin locally and initial response is by local jurisdictions. It is only after local emergency response resources are depleted, or local resources do not exist to address a given disaster or emergency, that State emergency response resources and assistance are to be requested by local authorities. Police, fire, EMS, emergency management, public health, public works, environmental agencies, and other personnel are often the first to arrive and the last to leave an incident site.

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### EMERGENCY OPERATIONS

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#### 1. OPERATIONAL POLICIES

1. Local response operations will be organized and managed under the Incident Command System (ICS).
2. Actions/Activities identified under the concept of operations are based upon the premise that an emergency or disaster event has exceeded the capabilities and resources of local government, thereby requiring State assistance. Such assistance, when authorized, will be provided by State agencies operating under their own authority, or as part of an effort coordinated by the Department of Safety – Division of Homeland Security and Emergency Management (HSEM), operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as lead or support, to facilitate the provisions of the response actions of the State. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the town are located on pages 15-17, Basic Plan.
  - a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated lead agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The lead and support agency assignments for each of the ESFs are identified by **Figure 2, Emergency Support Function Assignment Matrix** shown earlier on p. 18.
  - b. Specific functional missions, organizational structures, response actions, lead and/or co-lead, and support agency responsibilities are described in the individual ESF sections to



the EOP.

4. Based upon the situation, lead and support agencies may be authorized to provide assistance in support of local operations without an executive order or proclamation of a STATE OF EMERGENCY.

## **2. COORDINATION**

Coordination is a broad function involving staff members engaged in both direction and control. Some situations might require an Incident Commander to execute coordinating functions. In times of disasters or other emergencies, there are several levels of coordination involved with the administration of this Plan. They work through three levels from local, to State and finally to federal authorities, when required.

The EMD is responsible for maintaining a common operating picture and coordinating local response efforts. Primarily, this role encompasses two areas of coordination. First, the EMD works with local responders to ensure internal cooperation and functional teamwork in support of the Incident Commander. Secondly, the EMD arranges for outside assistance when the need arises and/or when requested by the Incident Commander, through mutual aid or through the Area Command structure or the EOC.

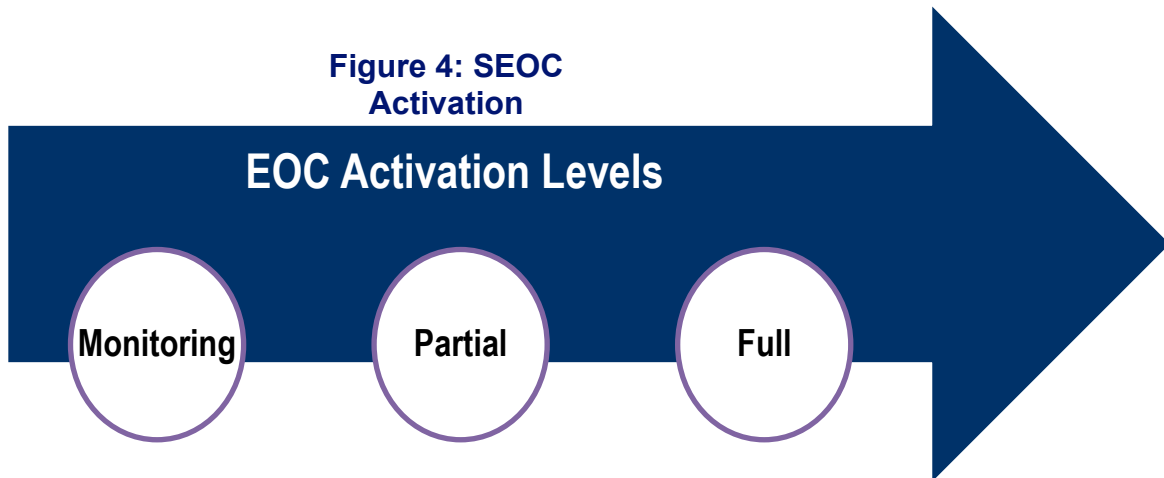
## **3. LOCAL EMERGENCY OPERATIONS CENTER (EOC)**

**Monitoring:** The Local EOC not activated. Local Emergency Management Agency is at normal staffing and is monitoring situational awareness on a 24/7 basis.

**Partial Activation:** The Local EOC partially activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation.

**Full Activation:** The Local EOC is fully activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Full activation requires 24-hour staffing in order to meet the needs of the situation.

**Figure 4: SEOC  
Activation**



#### **4. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

In response to an incident that requires the activation of the EOP and subsequently the Emergency Operations Center (EOC), the EMD or Deputy EMD will determine the extent of the town's emergency response and activate appropriate ESFs accordingly. The extent of activation will be based upon, but not limited to the following:

1. Communications and Alerting in support of agency notifications and EOC operations.
  2. Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and Federal government).
  3. Requests for State assistance from local governments.
  4. Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).
  5. The EMD or his/her designee, after consideration of the event(s), will determine the extent of **Communications and Alerting, and Emergency Management**, activation level.
- a. **Command and Control** – This section is composed of elements that provide direction and control of the emergency situation; ensures the response follows established SOPs/SOGs; and provides for a centralized EOC facility. The EMD or his/her designee is the primary person assigned to the Command and Control Section and will ensure the following:
- 1) Coordinate all emergency response functions in the EOC.
  - 2) Establish and maintain a facility to be used as the EOC for centralized direction, coordination and control of emergency operation.
  - 3) Develop EOC activation/deactivation SOPs/SOGs, personnel staffing requirements and functional operating

procedures/guides.

- b. **Operations Section** – This section is composed of elements that, when either partially or fully activated, will provide emergency support functions to support local operations during an emergency/disaster. Each ESF is responsible for assessing assistance requirements and resource requests and to organize and direct appropriate response actions. Staffing patterns will be dependent upon the severity of the emergency.
- c. **Planning Section** – This element includes information and planning activities to support operations. It also includes functions to collect and process information; develop information into briefings, reports and other materials; display pertinent information on maps, charts and status boards; consolidate information for response and recovery actions; provide an action tracking system; and provide technical services in support of operations. During activations of the EOC, the Planning Section will be supported by each of the ESFs represented in the EOC. The lead agency of this section will be situationally driven. Typically it will be the EMD, or the applicable department head or designee.
- d. **Logistics Section** – This element includes activities, which provide facilities and services to support response and recovery efforts. The lead agency of this section will be situationally driven. Typically it will be the EMD, or the applicable department head or designee.
- e. **Administration and Finance Section** – This element provides support to the response and recovery efforts, as required. This section will be led by the Select Board and the EMD.

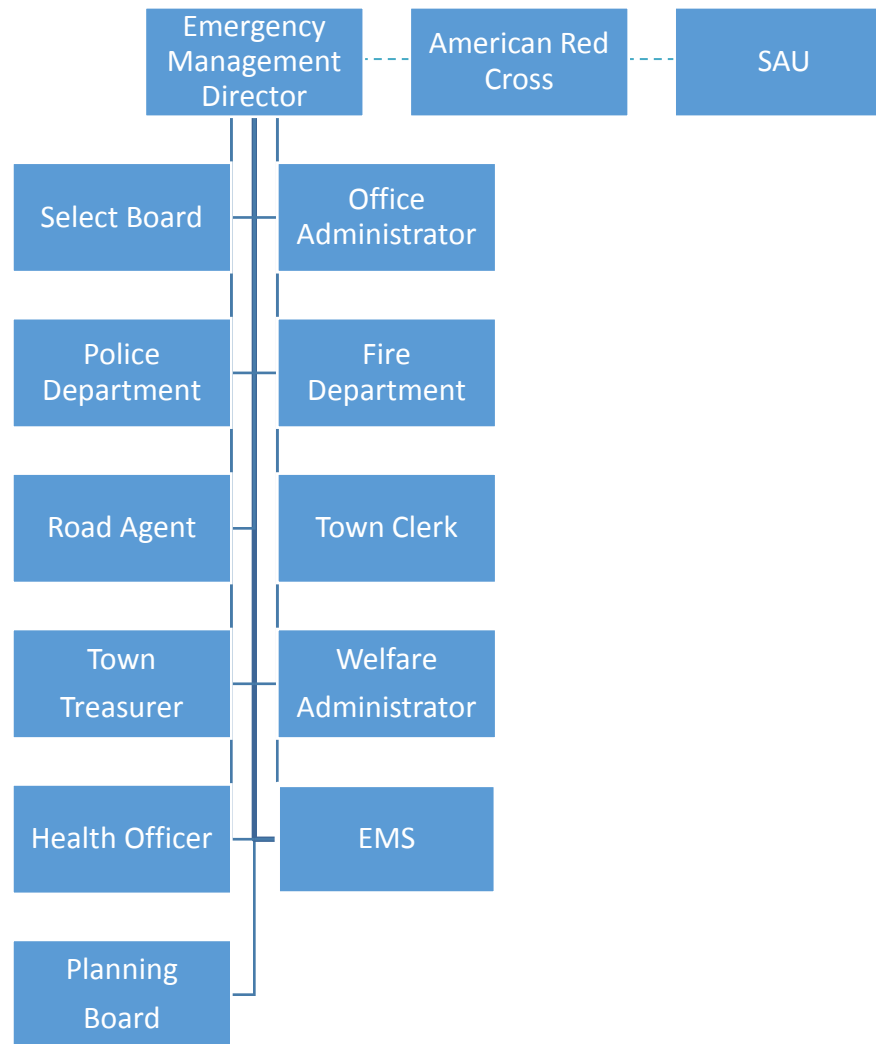
## **5. SITUATION DOCUMENTATION AND MANAGEMENT SOFTWARE**

Software Compatibility: Alstead has standardized software with Microsoft. The Department of Safety – Division of Homeland Security and Emergency Management and the State EOC has standardized software with Microsoft. FEMA has standardized software using Microsoft. No conflicts are apparent.

The town utilizes WebEOC to manage large scale events, disasters and support public safety information sharing. WebEOC allows incident commanders, community leaders and command level personnel one common operating picture of public safety operations, sensitive information and infrastructure problems and/or disruptions upon which to make informed, effective decisions in response, recovery and mitigation efforts. WebEOC is also used as a gateway to share information between the State Emergency Operations Center (SEOC) and federal, state, local public safety entities, and critical infrastructure partners. Additionally, WebEOC is one of the primary means of communications and incident management for the SEOC.

The challenge the town faces in utilizing WebEOC is the availability of internet and cell phones during a disaster. Should this connection fail, such as during a power outage or other damage to the electrical lines, the town would be unable to access WebEOC.

**Figure 7: Local EOC Organization Chart**



## **CHAPTER V - CONTINUITY OF GOVERNMENT (COG)**

The occurrence of a disaster or emergency could impede the ability of local government to function. It is critical that the preservation of government, as it exists, and the continued ability of local governments to provide protection and essential services to the public be maintained.

The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze and/or destroy the ability of State and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the town establishes and maintains the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.

The EMD is responsible for developing, maintaining and exercising a COG Plan for the town. The EMD is also responsible for ensuring that all departments, agencies and offices develop, maintain and exercise a COG Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.

1. **In order to ensure effective emergency operations, the following should be considered:**
  - a. That State and local governments provide a capability to preserve, maintain and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
  - b. That local emergency response departments provide for the following during emergency operations:
    - 1) Each element have designated and trained personnel available for EOC deployment; and
    - 2) Each element maintains and updates notification lists, twenty-four hour staffing capabilities and standard operating procedures/guides (SOPs/SOGs).
  - c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
2. In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.
  - a. The alternate EOC is located at the Fire Station.
  - b. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

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## **LINE OF SUCCESSION**

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In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters.

The following is the Line of Succession that has been established for Alstead of those whom report to the Select Board. The Emergency Management Director (EMD) will exercise Direction and Control. In the event the EMD is not available, the position is filled in succession as listed below.

- a. Deputy EMD**
- b. Police Chief**
- c. Fire Chief**
- d. Deputy Fire Chief**
- e. Highest Ranking Police Officer**

The EMD will develop and maintain a Continuity of Government (COG)/Line of Succession Plan for the Town.

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## **PROTECTION OF GOVERNMENT RESOURCES**

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The Town of Alstead will be proactive in identifying key governmental resources and government functions required for continuous operation after a large incident. Essential functions are those that enable governmental agencies to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial/economic base in disasters or emergencies. Many of the Town of Alstead's resources and functions are included in the Critical Facilities identified in the Hazard Mitigation Plan.

The Alstead Hazard Mitigation Plan identified Critical Facilities as follows:

- Town Hall
- Elementary & Middle Schools
- Fire Stations
- Public Works Garage
- Ambulance Service
- Emergency Fuel Facilities
- Recreational Facilities
- Police Station
- Emergency Evacuation Center/Shelters
- Elderly Housing
- Historic Resources
- Water Infrastructure/Public Wells
- Heating Fuel Supply
- Heavy Equipment
- Small Equipment

- Helicopter Landing Areas
- Primary Evacuation Routes
- Secondary Evacuation Routes
- Bridges on Evacuation Routes
- Public Utilities

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### **ALTERNATE OPERATIONS FACILITIES**

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To ensure continuity of essential emergency functions, under all circumstances local jurisdictions should ensure the establishment of an Alternate Local Emergency Operations Center (EOC). All agencies should prepare for the possibility of unannounced relocation of mission essential functions and/or continuity of government contingency staffs to alternate/continuity facilities. Facilities will be capable of supporting operations in a threat-free environment, as determined by the geographical location of the facility, a favorable assessment of the local threat and/or the collective protection characteristics of the facility.

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the Alstead Town Offices, 15 Mechanic Street, Alstead, NH. Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs to be developed by the EMD. In the event the Primary EOC is threatened, an alternate EOC may be activated at the Alstead Village Firehouse, 9 Main Street, Alstead, NH.

## **CHAPTER VI - TRAINING AND EXERCISES**

Training is provided to prepare local emergency response personnel. It is designed to develop the knowledge, skills and abilities required in a disaster or emergency. Basic training that is recommended and provided includes ICS fundamentals and EOP orientation.

Exercises are conducted to evaluate plans and procedures used during actual emergencies and identify the need for Plan modifications and/or additional training. When properly integrated, training and exercising can improve the response and the delivery of emergency/disaster assistance to residents and visitors.

1. The EMD will utilize annual training and exercises, provided by the NH Division of Homeland Security and Emergency Management, to evaluate the capability of the town to respond to minor, major and catastrophic disasters. The EMD will coordinate the training of local and volunteer personnel on their roles and responsibilities in the four phases of emergency management (i.e., preparedness, response, recovery, and mitigation).
2. The training and exercise programs will help to ensure the operational readiness of the town's emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops and hazard specific exercises (e.g., animal health and terrorism related exercises and Radiological Emergency Preparedness Exercises for commercial nuclear power plants) to evaluate established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.
3. After each hazard-specific exercise a critique is held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans and procedures/guides.

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### **TRAINING**

Training will occur as options become available from NH HSEM or other state/federal agencies.

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### **EXERCISES**

The Exercise Program is based upon the current exercise recommendations of DHS/FEMA and the Homeland Security Exercise and Evaluation Program (HSEEP). Each exercise varies in activities and resources. Some require simple preparations and execution, while others may be more complex and require greater efforts and resources. These exercises not only focus on the actions of participating personnel, but they also may reveal gaps in the planning or preparedness aspects of emergency management.

After exercises are completed an After-Action Report (AAR) should be developed that captures observations of exercise evaluators, or the findings of involved agencies and personnel. An AAR makes recommendations for improvements and often includes an Improvement Plan (IP). IPs identify specific corrective actions to be taken, assigns these actions to responsible parties and establishes target dates for action completion.



## CHAPTER VII - ADMINISTRATION

### FEDERAL RESPONSE INTERFACE WITH LOCAL AND STATE

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The identification and notification procedures for State to local, State, and Federal interface to follow are described in the functional and hazard specific ESFs. Generally, the concepts are as follows:

- Once the EOP and the EOC has been activated, the linkage within the local EOC and the State EOC will be established and maintained. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:
  - a. **Points of Contact:** A list correlating the local and state functional counterparts and primary contacts, will be provided during the initial notification phase and thereafter upon changes in status. In addition, a current copy of **Table 1.1, Emergency Support Function Assignment Matrix**, of the EOP, will be attached to the initial notification to the State EOC. This figure lists the functional ESFs and assigns lead, co-lead and support State agencies to each function.
  - b. Status reports, compiled by EOC Staff will be forwarded to the Emergency Management Director at the State EOC.
  - c. **Software Compatibility:** Alstead has standardized software with Microsoft 2000 and Microsoft XP. The Department of Safety – Bureau of Emergency Management and the State EOC has standardized software with Microsoft Office 2000 and Microsoft XP. FEMA has standardized software using Microsoft Office 2000. No conflicts are apparent.
- The state to local interface will be specified with each EOP and will be guided by emergency management and **Communications and Alerting**. Unless otherwise noted, the chief elected official (CEO) of the jurisdiction is responsible for direction and control within the jurisdiction and an emergency management director is appointed and shall have direct responsibility for the organization, administration and operation for emergency management within said jurisdiction.

### AGREEMENTS AND UNDERSTANDINGS

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No single local jurisdiction will have all the personnel, equipment and materials required to cope with a major emergency or disaster. Additional assistance may be rendered through a system of mutual aid agreements, which provide for obtaining additional resources from non-impacted inter/intra-jurisdictional governmental agencies and other organizations. Mutual aid agreements are an essential component of emergency management planning, response and recovery activities. These agreements can significantly increase the availability of critical resources and improve response and recovery efforts. According to Title I, The State and Its Government, Chapter 21-P,

Section 21-P:40 Mutual Aid Arrangements of the Revised Statutes Annotated (RSAs), it is the responsibility of local government to ensure that local emergency operations plans contain adequate provisions for the rendering and the receipt of mutual aid. Mutual Aid agreements for the town are identified in the appropriate Emergency Support Functions.

The Town of Alstead is part of the following mutual aid systems: Southwestern New Hampshire Fire Mutual Aid, Police Mutual Aid, and the Statewide Mutual Aid System.

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### **REPORTS AND RECORDS**

In addition to individual intra-agency recording and reporting requirements, all involved organizations will provide emergency management reports in accordance with this EOP, its annexes and procedures.

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### **EXPENDITURES AND RECORD-KEEPING**

The Town of Alstead is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures or as stipulated in the ESF documents. Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, photo documentation of disaster areas, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

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### **CONSUMER PROTECTION**

The NH Department of Justice (DOJ), Office of the Attorney General (AG), Consumer Protection and Anti-Trust Bureau will monitor emergency activities to provide protection to consumers. Complaints may be initiated by calling the Bureau at (603) 271-3643 or by filing a complaint electronically.

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### **PROTECTION OF THE ENVIRONMENT**

All actions taken pursuant to repair and restoration by a government agency, individual, or private entity will comply with the Town of Alstead, New Hampshire and Federal laws, rules and regulations regarding the environment. Additional requirements may be obtained from the New Hampshire Department of Environmental Services (DES).

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### **NON-DISCRIMINATION**

Discrimination against persons on the basis of age, color, economic status, nationality, race, religion, sex, sexual preference or handicap in the administration of emergency services or disaster relief is prohibited. Complaints of discrimination in emergency operations or disaster relief will be made to the local emergency management organization for investigation and further action.

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**EMERGENCY RESPONDER LIABILITY**

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The Town of Alstead follows the recommendations of the NH Municipal Association and Primex regarding the utilization of volunteers.

Information concerning emergency responder liability within the State of NH is found in RSA Section 508:17-a *Agents Assisting Certain State Departments: Liability Limited*:

**508:17-a Agents Assisting Certain State Departments; Liability Limited. –**

I. Any person who acts as an agent to the department of health and human services or the department of safety by providing assistance in response to a specific public health or public safety incident shall be protected from claims and civil actions arising from acts committed within the scope of his or her official duty as an agent to such departments to the same extent as state officers, trustees, officials, employees, and members of the general court under RSA 99-D, provided that:

(a) The commissioner of the department of health and human services or the commissioner of the department of safety has declared in writing to the governor that a public health or public safety incident exists;

(b) The department of health and human services or the department of safety has designated the person to act as its agent to assist in responding to the public health or public safety incident;

(c) The agent was acting in good faith and within the scope of his or her official functions and duties as an agent to the department of health and human services or the department of safety; and

(d) The damage or injury was not caused by willful, wanton, or grossly negligent misconduct by the agent.

II. In this section:

(a) "Agent" means any person who acts as an agent to the department of health and human services or the department of safety by providing assistance in response to a specific public health or public safety incident and the person does not receive compensation from either department, other than possible reimbursement for expenses actually incurred for such services, but who may be receiving compensation from his or her employer or from any other source.

(b) "Damage or injury" includes physical, nonphysical, economic and noneconomic damage, and property damage.

(c) "Public health or public safety incident" means a specific incident that the commissioner of the department of health and human services or the commissioner of the department of safety has declared in writing poses a threat to the health and safety of the public and demands a response that will require the assistance of agents from outside the state system, but which does not rise to the level that would necessitate the declaration of a state of emergency by the governor under RSA 4:45.

II-a. For purposes of immunity and exemption, any declared public health or public safety incident shall be considered an emergency management function under RSA 21-P:41, I-II.

III. Notwithstanding any other provision of law, no person shall be considered an agent of the department of health and human services or the department of safety for the purposes of this section unless the commissioner of one of those 2 departments has declared in writing to the governor that a public health or public safety incident exists and the appropriate department acknowledges in writing the person's status as an agent. Such written acknowledgment shall identify the person, indicate the department of the state for which the person will be acting as an agent, indicate the duration for which the person will be acting as an agent, indicate the functions that the person will

be performing for the appropriate department, and specifically indicate that the provisions of this section apply to the person's status as an agent to the appropriate department.

IV. Any licensed health care provider who acts as an agent to the department of health and human services by providing health care or services in response to a public health incident shall work under the oversight of a department physician.

V. No disciplinary action shall be taken by a licensing board against a licensed health care provider who acted as an agent or a volunteer to the department of health and human services or the department of safety. This paragraph shall apply only to a health care provider who was designated by either the department of health and human services or the department of safety to act as an agent in accordance with paragraph III and who acted in good faith within the scope of his or her official functions and duties as an agent, and who did not engage in willful, wanton, or grossly negligent conduct in the course of carrying out his or her official functions and duties.

**Source.** 2005, 191:5. 2008, 336:5, eff. July 7, 2008.

## **CHAPTER VIII - PLAN DEVELOPMENT AND MAINTENANCE**

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### **DEVELOPMENT**

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The EMD will coordinate the development of this EOP. The development of the ESF components, SOPs/SOGs, alerting and notification lists, and resource inventories shall be developed by the lead, co-lead and/or support agencies within the functional ESFs, as assigned.

In addition, the development will include the coordination between local, State and Federal governments to ensure the necessary link with all jurisdictions having emergency response capabilities met.

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### **MAINTENANCE**

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This plan is a living document and is the principal source of documentation concerning the jurisdictions of emergency management activities. Designated departments/agencies of local government have the responsibility for developing and maintaining a portion of this Plan. Overall coordination of this process will be performed by the EMD or designee. All lead and support agencies whether Federal, State, local, or private with emergency responsibilities, shall integrate their planning efforts in the maintenance, implementation and exercising of the EOP. Hence:

1. EMD will conduct the overall plan review and report to the Select Board with recommended revisions on an annual basis. EMD will request from the lead and support agencies the necessary updates as noted below.
2. The EMD will authorize and issue changes to this plan, as necessary and until the plan is superseded. The Plan will be reviewed annually and be subject to revision annually, unless disasters or other emergencies or other events dictate otherwise.
3. The EMD will be responsible for maintenance of this plan, including revisions, as required. Authorized representatives may recommend changes and will provide information concerning capability changes that affect their emergency management responsibilities. Users, reviewers and other appropriate individuals may also recommend changes. AARs and similar feedback will be considered in the maintenance and update of the plan.
4. All changes, revisions and/or updates shall be forwarded to the EMD for review, editing, publication, and distribution to all holders of the EOP. If no changes are required, EMD is to be notified in writing, by the respective department, agency or office that the plan and associated ESF, and all supporting documents, have

been reviewed and are considered valid and current.

5. Lead agencies are responsible for participating in the annual review of the plan. The EMD will coordinate review and revision efforts, and will ensure that the plan is updated, as necessary, based on lessons learned during actual events, exercises, as well as changes in organization, technology and/or capabilities.
6. Agencies and organizations have the responsibility for maintaining annexes, appendices, SOPs/SOGs, implementing procedures, job aids, notification lists, and resource data to ensure prompt and effective response to emergencies. Agency resource data must be accessible to agency representatives at the EOC. These agencies/organizations are also expected to conduct and/or participate in training activities designed to enhance their ability to accomplish their responsibilities, as assigned by this plan.
7. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days.

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### **CRITIQUES**

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The EMD will incorporate critiques of the plan as applicable. Critiques will be provided in AARs and IPs by ESF Lead and Support Agencies after disasters, emergencies or exercises. These agencies may develop a written critique report, which will be provided to the EMD, or their designee. AARs or the critique reports should entail both written and verbal input from all appropriate participants, including field personnel. An evaluation of the IP or critique comments will provide additional opportunity for changes, additions or revisions of the EOP content.

## **CHAPTER IX - SUPPORTING DOCUMENTS**

### **SUPPORTING AND RELATED DOCUMENTS**

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1. FEMA, State and Local Guide (SLG) - 101, Guide For All-Hazard Emergency Operations Planning, September 1996.
2. Federal Emergency Management Agency, Managing The Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
4. Federal Response Plan, April 1999.
5. Alstead Emergency Management Plan (pre 2000)
6. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
7. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.
8. Town of Alstead Emergency Operations Plan, 2008

**CHAPTER X - ACRONYMS**

Acronym	Definition
AAR	After Action Report
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
AG	Office of Attorney General
ARES	Amateur Radio Emergency Service
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CY	Calendar Year
DES	NH Department of Environmental Services
DHS	Department of Homeland Security (Federal)
DOJ	Department of Justice (Federal)
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMD	Emergency Management Director
EMS	Emergency Medical Services
ENS	Emergency Notification System
EOC	Emergency Operations Center
EPZ	Emergency Planning Zone
ERP	Emergency Response Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
HAZMAT	Hazardous Materials



Acronym	Definition
HSEEP	Homeland Security Exercise and Evaluation Program
HSEM	Homeland Security and Emergency Management (NH)
IA	Individual Assistance
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IEMAC	International Emergency Management Assistance Compact
IAEM	International Association of Emergency Managers
IND	Improvised Nuclear Device
IP	Improvement Plan
IT	Information Technology
JIC	Joint Information Center
LEOP	Local Emergency Operations Plan
LOA	Letter of Agreement
MAC	Mission Assignment Coordinator
MACC	Multi-Agency Coordination Center
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program
NGO	Non-governmental Organizations
NIMS	National Incident Management System
NOC	National Operations Center
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
OEM	Office of Emergency Management
PA	Public Assistance

Acronym	Definition
PDD	Presidential Disaster Declaration
POC	Point of Contact
RSA	Revised Statutes Annotated
SAR	Search and Rescue
SAU	School Administrative Unit
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
WMD	Weapons of Mass Destruction

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## **ESF 1 - TRANSPORTATION**

**Co-Lead Agency:**      Police Department

Fire Department

**Support Agencies:**      EMS

Emergency Management Director

Road Agent

School Superintendent

Town Treasurer

### ***I.      Introduction***

#### **A.      Purpose**

To provide a coordinated response in the management of transportation needs.

#### **B.      Scope**

This ESF provides for local transportation support including:

- Management and coordination of transportation activities to support the effort of local agencies.
- Establishing priorities and/or allocating transportation resources, processing of all transportation requests, managing air and marine traffic, determining the priority of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions and state agencies.
- Processing overall coordination of requests for local transportation support.
- Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.
- Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
- Assisting in the design and implementation of alternate transportation services,

such as mass transit systems, to temporarily replace system capacity lost to disaster damage.

- Coordinating the clearing and restoration of the transportation resources.
- Documenting of transportation needs and reporting to the local EOC, if applicable.

## ***II.      Situation and Planning Assumptions***

### ***I.***

#### ***A.      Situation***

An evacuation may be recommended when all or any part of Alstead is affected and may involve all or any portion of the population. An organized evacuation of potentially endangered populations is one protective action and should be recommended only when other protective actions appear to be inadequate.

Areas in Alstead that might require an evacuation to be recommended would include:

- Designated floodplains and additional areas subjected to river flooding due to ice/debris jams.
- Areas around a potentially dangerous hazardous materials accident.
- Areas downwind of a hazardous chemical materials accident.
- Areas subjected to outages of power, water or home heating materials.
- Areas affected by sabotage, terrorist activities or civil disturbance.
- Structures, which are or could become unsound due to fires, earthquakes, hurricanes, tornadoes, and other major natural or technological phenomena.
- Areas threatened by advancing forest fires.
- Areas around or near crashed aircraft.

By state law, RSA 21, the Governor of New Hampshire may only recommend evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergency situations.

Although most adults in Alstead own or have use of a private vehicle and would evacuate using that vehicle, the town, assisted by state government, will provide school buses and available commercial vehicles to transport those who do not own or have use of a vehicle or who cannot ride with friends, relatives or neighbors.

The major evacuation routes for Alstead will be:

- State highways
- Town highways
- Overland

Some buildings have established evacuation plans for fire safety which could be used in other types of emergencies.

There are senior housing apartments (Papermill Housing, 49 Pleasant Street) within the town, whose residents have varying levels of mobility. Those residents may need assistance during evacuation.

### ***III.    Concept of Operations***

#### ***A.     General***

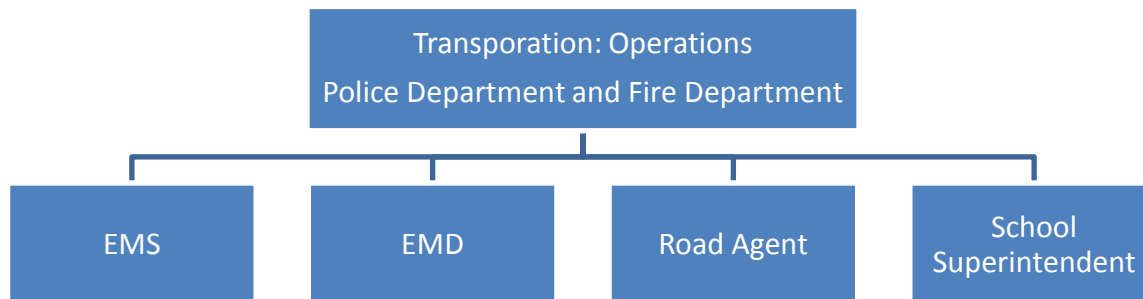
In accordance with the Emergency Operations Plan and this ESF, the Police and Fire Departments are responsible for coordinating transportation activities. The Standard Operating Procedures to be established by these departments will provide the framework for carrying out these activities.

Requests for assistance will be forwarded to the EOC. It is important that the Road Agent maintain close coordination with the EOC when it is in full operation, in order to support the Police & Fire Department.

When transportation requests exceed the capability of the town, and with the approval of the Chair of the Select Board, the EMD will coordinate transportation activities with the local EOC and the lead staff member for ESF #1- Transportation.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 1-1, **Functional Organization of Transportation**.



**Figure 1-1**

➤ **Notification and Activation**

Upon determination of an impending or actual incident requiring transportation capabilities, the EMD will request agency representatives to implement ESF-Transportation activities from the EOC.

**C. Recovery Actions**

Once recovery efforts have been initiated, the ESF will assist, coordinate, and facilitate the transportation needs required to re-enter the affected areas. Those requirements will include personnel and vehicle capabilities.

**D. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operation elements at the EOC. The EMD should schedule an after action meeting.



#### ***IV.    Roles and Responsibilities***

##### **The Emergency Management Director will:**

- ☐ Coordinate overall direction of the evacuation procedures
- ☐ Begin the public warning procedures
- ☐ Determine the approximate number of people involved
- ☐ Notify the Road Agent, local Chapter of the Red Cross and School Superintendent to begin sheltering procedures



- ☐ Notify NH HSEM and request state and/or federal assistance
- ☐ Disseminate information and instructions to the public through the local media via a Public Information Officer
- ☐ Instruct EOC and operational staff to implement their evacuation procedures
- ☐ Perform such other functions as directed by the Select Board

##### **The Road Agent will:**

- ☐ Assist in emergency transportation
- ☐ Provide barricades, cones and/or other devices for traffic control
- ☐ Assist with control points designated by the Police Department
- ☐ Provide for and maintain clearance of the evacuation routes
- ☐ Clear parking areas at the shelters, if necessary
- ☐ Request assistance from local contractors for personnel and equipment, if necessary

##### **The Police Department will:**

- ☐ Continue ongoing disaster operations
- ☐ Coordinate emergency transportation routes
- ☐ Establish and maintain control points to maximize traffic flow

- ☐ Organize patrols to provide security in the evacuated area
- ☐ Distribute personnel and vehicle identification to key worker and emergency services personnel

**The Fire Department will:**

- ☐ Maintain ongoing disaster operations
- ☐ Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies
- ☐ Provide post-evacuation fire surveillance
- ☐ Maintain emergency communications capability



**The EMS will:**

- ☐ Assist those special needs persons needing assistance to relocate
- ☐ Provide emergency medical treatment and evacuation of the injured

**The School Superintendent will:**

- ☐ Maintain control over school (principals) and advise the schools of planned actions- early closings, sheltering or evacuation in concert with established and maintained plans
- ☐ Coordinate with the Road Agent and Bus Service for the planned actions as listed above, and to provide for tracking of people transported
- ☐ If the school is used as a community shelter, assure the schools are closed to students at the time sheltering is planned to start, and to provide space and materials as needed
- ☐ Make school properties available as pick up points for evacuees
- ☐ Provide a representative at the EOC for school issues

**The Town Treasurer will:**

- ☐ Disburse funds, at the direction of the Select Board, to implement ESF #1 Transportation

***V.      References***

***A.      Standard Operating Procedures/Guides (SOPs/SOGs)***

Police Department SOGs and SOPs

EMS SOGs

Fire Department SOGs

***B.      Interagency Agreements/Compacts/Mutual Aid Agreements***

Fire Department Mutual Aid Agreements

Police Department Mutual Aid Agreement with Cheshire County

***VI.     Attachments***

***A.      Forms***

See Appendix D at the end of this EOP.

## **ESF 2 - COMMUNICATIONS AND ALERTING**

**Co-Lead Agency:**      Police Department  
                                 Fire Department

**Support Agencies:**      Select Board  
                                 Emergency Management Director  
                                 Road Agent  
                                 School Superintendent

### ***I.      Introduction***

#### **A.      Purpose**

In the event of an emergency or disaster, Emergency Support Function (ESF) Communications & Alerting will assign the responsibilities and establishment of procedures to provide communications and alerting for the town.

#### **B.      Scope**

The town's emergency function under this ESF consists of personnel and equipment, including local, state, federal, and volunteer resources essential to coordinate and disseminate information before, during and after an impending or actual emergency.

### ***II.     Situation and Planning Assumptions***

#### **A.      Situation**

The Fire, Police and Road Agent currently maintain radio networks for conducting day to day operations. These departments have base stations and mobile radios

for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

These local networks, by necessity, must form the basis of an Emergency Communications System. In addition, telephones will be utilized as long as those systems are in the operation. If needed, and available, cellular phones, amateur radio (HAM), citizens band networks may be used to augment the existing communications capability.

Since it cannot be determined in advance which systems may remain operational, expedient alternatives may have to be developed at the time of crisis.

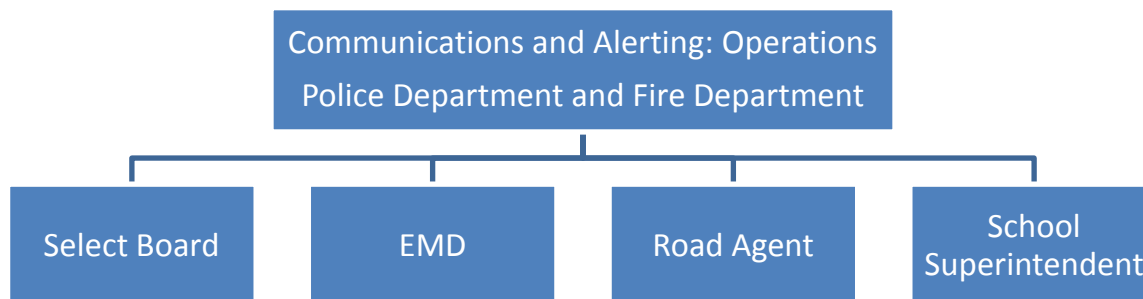
### ***III. Concept of Operations***

#### **A. General**

Communications & Alerting manages and coordinates communications and alerting activities during existing or potential emergency conditions, using established communication organizations, processes, and procedures. Primary responsibility for the assessment and determination of communication requirements will rest with the Police and Fire Departments along with the appropriate support agencies.

#### **B. Organization** (i)

The Incident Command System (ICS) structure is how the town is to operate. Upon full activation, the communications team, as illustrated in **Figure 2-1**, will be alerted and assume responsibility for implementation of this ESF.



**Figure 2-1**

**C. Notification and Activation**

Upon notification of an emergency alert, the Police and Fire Departments will establish communication links with the following:

- Emergency Operations Center (EOC)
- Emergency Response Personnel
- State EOC
- Police & Fire Mutual Aid Systems
- Surrounding town EOCs
- Emergency Alert System Local Radio Stations
- 

Immediate notification to the general public of an imminent or actual emergency is an essential function of government and this capability must be maintained. Methods of alerting the public will consist of any of the following:

1. Church Bells
2. Loudspeaker - Equipped Vehicles
3. Door-to-Door Canvassing
4. NOAA Weather Radios
5. Emergency Alert System
6. Cable TV Systems
7. Word-of-Mouth by friends, relatives and/or neighbors
8. Local radio stations
9. Reverse 911 calls
10. Website and social media

***D.***      Emergency Response Actions

Immediately following the notification sequences, the following actions should occur:

- Ranking Police Officer on Duty, upon deciding that EOC activation is warranted, notifies local dispatch to contact EMD or designee.
  
- Fire Department Dispatch shall contact the EMD who may approve the activation and notification. Upon verbal approval, Police and Fire Chiefs shall make the initial notifications using the phones and their paging software.
  
- Upon activation, the EMD or designee will take charge of EOC operations. The executive and operational staff positions shall be filled and shall report their state of readiness and recommendations to executive staff.
  
- Members of the executive staff will determine which, if any, other officials and staff should be notified/requested.
  
- The Chair of the Select Board is to be notified of all EOC activations. Those involved shall consider seeking the Chair of the Select Board's authorization to declare a state of emergency, if necessary.

***E.***      Deactivation

Partial deactivation will be determined by the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operations elements at the local EOC. Some elements of Communications & Alerting may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period of time. The EMD should schedule an after action meeting.

#### ***IV.    Roles and Responsibilities***

##### **All Lead and Support Departments will:**

- ☐ Maintain and test their own communication equipment
- ☐ Establish written procedures for communications
- ☐ Emergency Management Director shall provide and coordinate emergency communications training as required
- ☐ Develop and maintain the personnel notification procedures lists for their department

##### **The Police Department will:**

- ☐ Organize and control emergency communications
- ☐ Receive warnings from the National Weather Service and/or State Emergency Management via the NAWAS
- ☐ Notify immediately the Chair of the Select Board and EMD of the emergency message received

##### **The Fire Department will:**

- ☐ Upon notification of an emergency alert, the Fire Department Dispatch shall make required notification per Fire Department SOPs
- ☐ Coordinate communications between the Police and Fire departments
- ☐ Provide communication equipment for first responders, as available
- ☐ Provide communication support



**The Emergency Management Director will:**

- ☐ Coordinate communications between the Police and Fire Departments
- ☐ Authorize activation of the local area EAS and other warning systems
- ☐ Research and obtain additional communication resources

**The Chair of the Select Board will:**

- ☐ Support the emergency communications network as appropriate
- ☐ Act as primary contact person to disseminate emergency information and instructions to the public
- ☐ Authorize activation of the local area Emergency Alert System and other warning systems

**The Road Agent will:**

- ☐ Support communications between the Police, Fire and Highway Departments

**The School Superintendent will:**

- ☐ Receive and disseminate emergency information and instructions to all school principals

***V.      References***

***A.***      Standard Operating Procedures/Guides (SOPs/SOGs)

Per Individual Operating Departments

***B.***      Interagency Agreements/Compacts/Mutual Aid Agreements

NH Southwest Mutual Aid Agreement

***VI.    Attachments***

***A.     Forms***

See Appendix D at the end of this EOP

## **ESF 3 - PUBLIC WORKS AND ENGINEERING**

**Lead Agency:** Road Agent

**Support Agencies:** Police Department  
Fire Department

### ***I.      Introduction***

#### **A.      Purpose**

To provide for and to implement procedures and policies in coordinating all engineering resources and expertise in surveying and assessing damage and initiating emergency repair of public highways, right-of-ways, bridges, public buildings, and critical facilities; emergency ice, snow and debris removal; and emergency demolition of unsafe structures.

### ***II.     Situation and Planning Assumptions***

A significant disaster may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety.

Debris may make streets and highways impassible. Public utilities may be damaged and/or partially or totally inoperable.

Sufficient resources may not be available to state and local jurisdiction to meet emergency requirements. Federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient and effective response and recovery from the event.

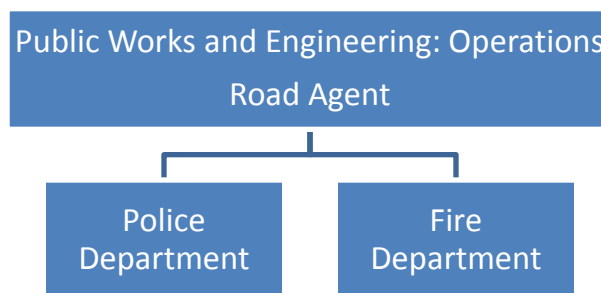
### ***III.    Concept of Operations***

#### **A.      General**

This ESF will provide support to the local emergency response efforts following a disaster. Coordination will be maintained between local, state and federal officials as appropriate, in order to maximize efforts. This ESF will work closely with ESF #5 Emergency Management, in order to provide damage assessment information.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 3-1.



**Figure 3-1**

**C. Notification and Activation**

Upon determination of an impending or actual incident requiring Public Works & Engineering capabilities, the EMD will request lead and support agency representatives to implement this ESF from the EOC.

**D. Emergency Response Actions**

Immediately following the notification and staffing of this ESF, attention should be directed towards, but not be limited to, the following:

- Compiling and evaluating damage assessments from town departments and staff.
- Establishing communications with field units/facilities and public works director.
- Coordinating additional engineering and construction resources as needed.

***E.***      Recovery Actions

Upon determination that emergency conditions have stabilized or are improving, the EMD shall direct recovery actions to commence.

***F.***      Deactivation

Partial deactivation would occur based upon the current level of response and recovery operations and at the discretion of the EMD. Full deactivation would occur following termination of response and recovery field operations. The EMD should schedule an after action meeting.

***IV.***    Roles and Responsibilities

**The Road Agent will:**

- ☐ Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks
- ☐ Assist in mobilization needs for resources, manpower and equipment
- ☐ Coordinate transportation activities
- ☐ Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities
- ☐ Provide temporary construction of emergency access routes necessary for passage of emergency response personnel

- ☐ Assist in the restoration of critical utility services, including electric, telephone and gas
- ☐ Maintain a list of qualified private contractors to assist in the restoration of critical facilities
- ☐ Collect and provide the following ESF status information and coordinate with ESF #5 Emergency Management to ensure inclusion into the Situation Report (SITREP):
  - a. Status of debris removal activities
  - b. Status of Critical Facilities
  - c. Emergency Access Routes
  - d. Unmet Needs
  - e. Status of public utility services restoration

**The Police Department will:**

- ☐ Coordinate traffic control activities

**The Fire Department will:**

- ☐ Identify damaged structures or facilities determined to be an immediate threat or hazard to public safety
- ☐ Provide resources in response to terrorist incidents/attacks
- ☐ Assist in damage assessment with federal, state and local officials
- ☐ Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.
- ☐ Provide personnel and equipment to manage and operate staging areas, as needed

**V.      References**

**A.      Interagency Agreements/Compacts/Mutual Aid Agreements**

Police Mutual Aid Agreements

Fire Mutual Aid Agreements

***VI.    Attachments***

***A.      Forms***

See Appendix D at the end of this EOP

***B.      Resource List***

See confidential Resource Inventory maintained by the Town of Alstead.

## **ESF 4 - FIRE FIGHTING**

**Lead Agency:** Fire Department

**Support Agencies:** Road Agent  
Emergency Management Director  
Police Department  
EMS

### ***I. Introduction***

#### **A. Purpose**

To provide a coordinated response of local resources for the mitigation of wildland fires, urban/rural fires, structural fires, and incidents of a magnitude that require the expertise of the firefighting community resulting from a natural, man-made or technological disaster.

#### **B. Scope**

This ESF shall include actions taken through the application of personnel, equipment and technical expertise to control and suppress incidents that have exceeded available resources.

### ***II. Situation***

The Fire Department functions include fire safety/prevention, fire surveillance, reporting procedures, and fire fighting for all types of fires.

The Fire Department is a “Call” organization of volunteer members headed by a part-time fire chief and is as well-equipped to perform its assigned functions as any community of a comparable size. It is a member of the Southwestern New Hampshire Fire Mutual Aid System. The Fire Station has emergency back-up power.

The Fire Department is the largest single source of manpower in the Town of Alstead, but in a major emergency it would probably need additional personnel and



equipment to perform all of its assigned tasks. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed at the time of crisis.

The Fire Department maintains Standard Operating Guidelines (SOGs) for fire suppression and regularly trains its personnel in those procedures, and coordination with other emergency services is standard procedure.

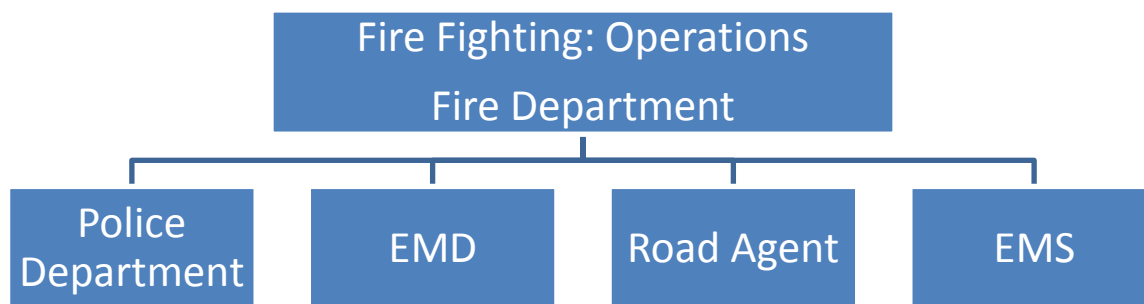
### ***III. Concept of Operations***

#### **A. General**

The Fire Department is the lead agency responsible for local operations to mitigate the effects of urban and wildland incidents in the Town.

#### **B. Organization**

The functional organization structure of this ESF is shown in Figure 4-1.



**Figure 4-1**

#### **C. Notification and Activation**

Upon notification to the Fire Department of an emergency requiring implementation of this EOP, the EMD will be requested to activate and coordinate Fire Fighting activities from the EOC.

***D.***      Emergency Response Actions

Upon notification of an impending emergency the ranking officer in charge will perform the following functions:

- Begin warning procedures per guidelines, upon approval of the Chair, Select Board
- Begin call-up of additional department personnel
- Recruit additional personnel if needed
- Begin emergency communications procedures
- Notify the EMD of the state of readiness of the department and request outside assistance if necessary
- Report to the EOC when directed by the Chair, Select Board and delegate the on-scene command of the department to the 1<sup>st</sup> Assistant Chief
- Disburse personnel and equipment to predetermined strategic locations
- Extinguish and/or contain all fires
- Report any power outages to Southwestern New Hampshire Fire Mutual Aid, who will contact the appropriate utility company.
- Provide personnel to other emergency services to augment their capabilities, if available
- The Fire Department will implement existing operating procedures, mutual aid agreements and notification as outlined within existing protocols

***E.***      Recovery Actions

In the post-disaster recovery period, the Fire Department will perform the following functions:

- Coordinate decontamination functions, if necessary
- Assist in providing security for disaster-affected areas, if requested
- Coordinate in clean-up operation
- Coordinate outside fire-suppression assistance
- Perform such other functions as requested by the Chair, Select Board to alleviate suffering and return the citizens of Alstead to as

near normal conditions as possible

***F.***    Deactivation

Partial deactivation would occur based upon the current level of response and recovery operations and at the discretion of the EMD. Full deactivation would occur following termination of response and recovery field operations. The EMD should schedule an after action meeting.

***IV.***    Roles and Responsibilities

**The Fire Department will:**

- ☐ Extinguish and contain all fires
- ☐ Receive the notification of an actual or impending emergency and forward it to the Chair, Select Board and the Emergency Management Director per discretion of the Fire Chief
- ☐ Disseminate emergency warnings to the general public
- ☐ Perform such other functions for the protection of life and property as deemed necessary by the Fire Chief in accordance with NH RSAs
- ☐ Train fire personnel for multi-hazard response and discipline
- ☐ Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols
- ☐ Maintain an up-to-date inventory of personnel and equipment

**The Road Agent will:**

- ☐ Provide highway equipment and personnel support during large scale firefighting operation
- ☐ Maintaining transportation routes to provide access to emergency response vehicles

**The Police Department will:**

- ☐ Coordinate traffic control
- ☐ Coordinate emergency transportation routes

**The Emergency Management Director will:**

- ☐ Establish the Emergency Operations Center, as needed

**The EMS will:**

- ☐ Stand by at event scene to address potential injuries
- ☐ Run rehab; i.e. monitoring vitals of Fire Department members

**V.    References**

**A.    Standard Operating Procedures/Guides (SOPs/SOGs)**

Fire Department Standard Operating Procedures (SOPs) for fire suppression

Police SOPs for Response to Hazardous Materials

**B.    Interagency Agreements/Compacts/Mutual Aid Agreements**

Southwestern New Hampshire Fire Mutual Aid

**VI.   Attachments**

**A.    Forms**

See Appendix D at the end of this EOP

## **ESF 5 - EMERGENCY MANAGEMENT**

**Lead Agency:**                      Emergency Management Director

**Support Agencies:**      All departments involved in response operations.

### ***I.      Introduction***

#### **A.      Purpose**

The purpose of this ESF is to coordinate and support the overall activities of the town as related to emergency management. ESF #5 provides the core management and administrative functions in support of the local EOC, field operations (when established) and the overall implementation of the EOP. Although the EOP is always in effect, ESF #5 is not always operational in the same context. The Lead Agency for ESF #5, the EMD, has additional responsibilities and related duties during times when the EOC is not activated. ESF #5 includes support of community prevention, preparedness, mitigation, recovery, and restoration efforts by providing the framework for, and establishment of, uniform policies and practices for the State to address those needs of local governments, nongovernmental organizations (NGOs) and the private sector.

#### **B.      Scope**

The scope of ESF #5 is to support all town departments activated during the full emergency management life cycle, in alignment with the EOP. This includes, but is not limited to: coordination of multi-department information, planning and analysis; situational awareness, operational readiness and activities; supporting EOC management, logistic and resource support; mission tasking; as well as access to and coordination with, Federal and State assets, programs and activities. Emergencies or disasters involving radiological materials, terrorism, hazardous materials, and/or public health components may require specialized activities which may broaden the scope of ESF #5.

## ***II.      Situation and Planning Assumptions***

### **A.      *Situation***

The Town of Alstead is responsible for developing, coordinating, and implementing emergency response plans within its respective jurisdiction, including the activation of local mutual aid compacts. The town is also responsible for the management of resource needs within its jurisdiction, excluding the instances when the State and/or Federal governments may exercise their respective authorities over issues related to State and/or Federal assets/systems. The impact of an emergency may exceed the capabilities of the town and the State, thus requiring assistance from the Emergency Management Assistance Compact (EMAC), International Emergency Assistance Compact (IEMAC) and the federal government to supplement efforts.

### **B.      *Planning Assumptions***

1. A significant disaster or emergency will severely damage the town's infrastructure. Most local assets, systems and activities will be hampered by the damaged infrastructure and disrupted communications.
2. A significant disaster or emergency will quickly overwhelm the ability and capabilities of the town to respond effectively, requiring state or federal support.
3. The Chair, Select Board, as the town's Chief Executive, is responsible for the public safety and welfare of the people of Alstead.
4. ESF #5 is responsible for coordinating emergency response plans and activities at the local level and in support of plans and activities at the state level.
5. ESF #5 facilitates information flow in the pre-incident phase and coordinates inter/intra-governmental planning, training and exercising to assure readiness.
6. A significant incident or planned event may require the activation of the EOC.
7. The EOC is organized in accordance with the National Incident Management System (NIMS).
8. The EOP is the guiding document for a town response and is reviewed and updated annually with input from all town departments and partners.

9. A significant disaster or emergency will require increased activation and implementation of parts or all of the EOP.
10. There may be a need to move large numbers of assets and personnel into the impacted area.
11. ESF #5 maintains a workforce of trained and skilled employees and individuals that maintain the capability to perform essential emergency management functions on short notice and for varied durations.
12. Some incidents will require unique and specialized preparedness, recovery and mitigation actions and activities. In those instances, Incident-Specific Annexes have been developed to guide activities and are used as accompaniments to the EOP.

### ***III.    Concept of Operations***

#### **A.    General**

1. Equipment requests and inventories should be made using the National Incident Management System (NIMS) Resource Typing, to the fullest extent possible.
2. The EMD, as lead for ESF #5, generally supports the Command and General Staff positions in the EOC.
3. ESF #5 will coordinate with all supporting and other appropriate departments, agencies and organizations to ensure continual operational readiness.
4. ESF #5 will ensure that there is trained and experienced staff to fill appropriate ESF #5 positions in the EOC.
5. ESF #5 functions are under the authority of the Town of Alstead.
6. Unified Command will generally be used to manage communication assets in the field because of the number and variety of government agencies, private sector organizations and NGOs that may be involved.

#### **B.    Organization**

1. **Organizational Chart (Command & Control):** Command and Control of all phases of emergency management will be under the leadership of the Emergency Management Director of the Town of Alstead. (See

Organizational Chart in EOP Base Plan).



2. **Operational Facilities/Sites/Activities:** ESF #5 may have to establish, direct and/or participate in several emergency teams and/or co-locate at several emergency facilities simultaneously (within the town or in another municipality through mutual aid). Sites include, but are not limited to, the EOC and those facilities designated for evacuation, staging, reception, and sheltering.
  - a. **EOC Mission Tasking** – The ESF #5 representative will assist in the assignment of “requests for assistance” to the agency or agencies that have the most appropriate resources and expertise to fulfill the request. Mission Tasks will be posted to WebEOC.
  - b. **Field Operations** – ESF #5 may serve in Field Operations. Since activation of these activities usually occurs early in an event, preparation for it should be in the first hours of an event.
  - c. **Specialized and Mutual Aid Teams** – Specialized local, federal and/or mutual aid teams can be brought in as resources. Local, State and or Federal declarations of emergency may be required and requests should be made on an executive level to mobilize. It will be up to the Local IC, in consultation with the ESF #5 in the EOC, to make the determination when and to what extent to utilize volunteer organizations outside of the local jurisdiction in activities.
  - d. **State and Federal Resources** – When ESF #5 foresees or has a need for resources not otherwise available, action may be taken to secure such resources through the New Hampshire Division of Homeland Security and Emergency Management (NH HSEM), the Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA). Normally, resources from a federal source would be coordinated with/through ESF #5, the State Coordinating Officer (SCO) and/or the Federal Coordinating Officer (FCO). To facilitate this coordination, there is normally a FEMA representative in the SEOC during an activation of that facility.



- e. **Contracts and Contractors** – Some requested resources may need to be obtained through a contractor. Agency, State or private sector contracts may be utilized and should be coordinated with ESF #7- Resource Support.
  
- f. **Mitigation and/or Redevelopment** – ESF #5 does not have budgetary authority or funds for mitigation or redevelopment needs that result from an emergency or disaster, other than through Federal resources or special budgetary allocations. Therefore, ESF #5 can usually only provide in-kind or matching resources, including professional, technical and administrative personnel and their use of related equipment for mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical and administrative tasks generally required for mitigation and/or redevelopment activities.

### 3. Policies



- a. **General:** Actions initiated under ESF #5 are coordinated and conducted cooperatively with State and local incident management officials, Support Agencies and/or with private entities, in coordination with the local EOC and State EOC. Each Supporting Agency is responsible for managing its respective assets and resources after receiving direction from ESF #5.



## C. Notification and Activation

### 1. Notification

- a. The EMD will be notified that an incident has occurred, or has the potential to occur, that threatens or impacts an area of town. During off-duty hours, the Police Department would normally initiate notification procedures. The EMD will gather information for on-going situational awareness and notify ESFs and Support agencies, as appropriate.
- b. The EMD will make the decision to activate the EOC and determine the level of activation. Appropriate personnel will report for duty to the EOC, staff Command and General Staff positions and ensure WebEOC is utilized.

- c. If EOC activation is determined to be necessary, the EMD will notify the ESF Lead and Support Agencies of the activation and request designated personnel or their designees to report to the EOC or to remain on stand-by.
- d. The Lead Agency will then notify the appropriate ESF Support Agencies and determine coverage/duty roster for the ESF/Support desk in the EOC and will start to utilize WebEOC to provide continuous situational awareness.
- e. All ESF/Support agencies will make appropriate notifications to their appropriate regions, districts or local offices.
- f. The above notification process will be utilized for all phases of activation and activities in which the ESF/Support Agencies will be involved.

**2. Event Reporting**

- a. Event and position logs should be maintained by each ESF/Support Agency in sufficient detail to provide historical data on actions taken during the event.
- b. Departments are also expected to keep their department heads updated on all activities and actions.
- c. The Lead Agency will be responsible for making periodic reports to their Sections on actions taken during the event and ensuring they are properly documented and communicated to the Planning Section.
- d. All financial reporting will be done through the Lead Agency on behalf of their Support agencies. All financial management documents must comply with standard accounting procedures and applicable agency, State and Federal guidelines, rules, standards, and laws.

**D. Response activities**

- 1. Activating the appropriate ESFs and Support Agencies that may be required for incident response.
- 2. Assigning and scheduling sufficient personnel to cover an activation of the EOC for an extended period of time. Providing updates and briefings for any new personnel. Maintaining and updating WebEOC as appropriate for all agencies/users.
- 3. Maintaining operational status of the EOC.

4. In conjunction with the Planning Section, assessing the situation, types, availability, and location of response resources, technical support and required services. Determining priorities for protecting human safety and public welfare (impacted populations and response personnel).
5. Preparing the deployment of response personnel, Preliminary Damage Assessment Team and/or Damage Assessment Teams.
6. In conjunction with ESF #2 – Communications and Alerting, maintaining communications with local and other State Emergency Management organizations, and FEMA, Region I.
7. Coordinating and documenting initial damage assessment including key resources and critical infrastructure, businesses and individual homes.
8. Working with ESF #2 for public notification activities including activation of the Emergency Alert System (EAS), as appropriate.
9. Planning and preparing documentation and situational awareness needed to support the requests for and directives resulting from a Governor declared State of Emergency and/or requests for a Federal emergency/disaster declaration.
10. Gathering and generating information that will be needed for periodic briefings, situation reports or the development of incident action plans and operational goals.
11. Continuing to consult with other ESFs, Support Agencies and impacted local municipalities to determine response activities and needs. Carrying out activities needed from ESF #5 during response phase.
12. Continuing to gather, develop and disseminate information for situational

awareness.

13. Planning and establishing relief resources to replace or rotate with committed resources for extended operations.
14. Continuing to monitor and respond to requests from mission-tasking.
15. Beginning evaluation probability and time period of the recovery phase for the event. If recovery phase is probable, start planning for recovery actions.
16. Maintaining appropriate records and continuing development of an "After-Action Report" for the response phase of the incident.

***E.***      Recovery Actions

1. Assigning and scheduling sufficient personnel to cover an activation of the EOC for an extended period of time. Provide updates and briefings for any new personnel reporting for ESF #5 duty.
2. Assisting impacted area, local municipalities with recovery strategies and activities.
3. Maintaining and updating WebEOC as appropriate for all ESF #5 activities. Beginning activities around projected date the EOC will deactivate.
4. Continuing to keep partners, appropriate governmental officials (state, local, regional, and federal) updated on activities. Posting information on WebEOC.
5. Continuing operational activities of the EOC and determining activation level. Beginning de-activation, as appropriate, in conjunction with the State EOC Director.

6. Continuing to evaluate and task state support requests for impacted areas. Continuing to coordinate activities and requests with partner ESFs.
7. Coordinating appropriate records of work schedules and costs incurred by ESF #5 agencies during the event.
8. Continuing to monitor mission-tasking.
9. Preparing for the arrival of, and coordinating with, FEMA personnel.
10. Beginning assessment of damage and capabilities of key resources and infrastructure caused by the incident and reporting to appropriate bureau/agency, as well as including in the after-action report.
11. Identifying and tracking any lost or damaged equipment and record any personnel injuries or equipment accidents.
12. If mitigation and/or redevelopment phase is probable, start planning actions with involved jurisdiction, agency, state, and/or federal officials. Implementing and monitoring "After-Action Report" for ESF #5 and the incident.

***F.      Deactivation***

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operational elements at the EOC. The EMD should schedule an after action meeting.

***IV.    Roles and Responsibilities***

Refer to the Responsibilities section in the Basic Plan starting on Page 28

**V. References**

**A. Standard Operating Procedures/Guides (SOPs/SOGs)**

Not Applicable

**B. Interagency Agreements/Compacts/Mutual Aid Agreements**

Not Applicable

**VI. Attachments**

**II.**

**C. Forms**

**(i)** See Appendix D at the end of this EOP.

## **VIII. ESF 6 - MASS CARE, HOUSING, AND HUMAN SERVICES**

**Lead Agency:**                      Emergency Management Director

**Support Agencies:**      Deputy Emergency Management Director  
                                    Fire Department  
                                    Police Department  
                                    Road Agent  
                                    School Principal  
                                    Town Treasurer  
                                    Select Board  
                                    Health Officer  
                                    EMS

**Outside Support:**              Salvation Army  
                                            American Red Cross

### ***I.      Introduction***

#### **A.      Purpose**

To coordinate the provision of mass care, shelter, feeding, and emergency first aid, following a disaster or other event requiring activation of this plan.

The purpose of Emergency Support Function #6 – Mass Care, Housing, and Human Services (ESF #6) is to provide information concerning Mass Care (human and household pet sheltering, feeding and essential personal needs) during disasters or emergencies. ESF #6 is also concerned with the coordination of town resources to meet the basic human needs of mass care, emergency assistance and human services to populations impacted before, during and after an emergency situation when the needs may exceed those of local capabilities. ESF #6 includes the provision of sheltering household pets. Mass Care services are provided on a short-term basis and when a more long-term approach is required, activities will move into a long term recovery plan.

### ***B. Scope***

When ESF #6 is activated, resources will be provided through requests directly to the EOC when activated. The American Red Cross (ARC) is a Support Agency for ESF #6, as it is recognized that in incidents that require state-provided sheltering and mass care activities, the ARC will play a significant role. The EMD coordinates and leads town resources to support the local government.

In the event of a prolonged disaster, exceeding 24-48 hours, the town would require the assistance of the American Red Cross (ARC). The ARC independently provides mass care to all disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United State Congress, Act of January 5, 1905, and the Disaster Relief Act of 1974. ARC also assumes lead agency responsibility under the Federal Response plan, to coordinate federal response assistance to the mass care response of state and local governments, and the efforts of other voluntary agencies, including ARC relief operations.

## ***II. Situation and Planning Assumptions***

The recommendation to evacuate people at risk during an emergency situation automatically requires that shelter spaces be made available and feeding operations for evacuees begin. Generally, schools and churches provide the best shelter facilities since the combined shelter spaces include the capability for mass feeding. Other potential shelters would include community centers, armories, town halls, and service clubs.



There are 4 schools, 3 churches and the Vilas Pool Recreation Area building (seasonally open) in town which, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number from an affected community nearby (see Appendix C – Resource List). Fall Mountain Regional High School in Langdon could also be a resource, and could hold up to 1,000 people. If these buildings were affected, evacuees must be sheltered in another community.

There are other buildings that could be expediently upgraded to provide shelter. In the case of an emergency, the population would be advised to seek shelter in the best available facility. Most private homes have basements in which residents could seek shelter from radioactive fallout.

### ***III. Situation***

1. Disasters or emergencies requiring activation of ESF #6 are affected by a number of factors to include evacuation displacing large numbers of individuals, families and household pets, as well as functional needs population groups (e.g. disabled, elderly and children) who have lost their immediate support. This can include tourists, students and foreign visitors separated from loved ones by a sudden-impact disaster or emergency necessitating the need to be evacuated from affected areas. The loss of real and essential personal property or economic hardships caused by a disaster or emergency may also trigger the need to activate programs identified in this Appendix.

2. In most emergency or disaster situations, there may be a sudden and prolonged need of the public for protection from the effects of the emergency. Sheltering, emergency assistance, short-term housing, mass care and feeding, basic human services, and household pet sheltering may be required. Dependent upon the resources immediately available and/or the proactive stance of local communities, careful coordination is needed to ensure needs are met for the total population affected.

### **Planning Assumptions**

It is increasingly probable that an incident will occur which will require activation (partial or complete) of ESF #6.

The number in need of shelter and mass care services is scalable depending upon the emergency.

Approximately 70% of all NH households own a pet; this percentage is likely to hold true for the residents of Alstead. This implies that during large-scale disasters, pet ownership may affect the behavior of large segments of the population at risk. Strong attachments also exist between farmers and their livestock.

During an emergency, Volunteer NH Disaster Animal Response Team (NH DART) will work with the town and/or the American Red Cross of NH to coordinate the activation and deactivation of household pet shelters.

Facilities used as evacuation centers, respite centers, mass-feeding sites, and human/household pet shelters have been pre-identified by municipal, borough, or local jurisdictions, and may be supported by the American Red Cross of NH.

Careful planning and outreach to support agencies must be made in advance to meet any specialized requirements that are required when providing services to the general public. These may range from those who are language-challenged or require special diets to those who require personal assistance for daily activities.

Through public education, animal owners will know how to prepare themselves and their household pets for an emergency/disaster situation.

When area veterinary and animal care resources have been exhausted, assistance will be requested from the state.

Service animals will stay with their handlers/owners in the local municipality or American Red Cross shelter.

The American Red Cross will coordinate with Volunteer NH to access support of other NGOs.

The American Red Cross of NH, in support of ESF #6, will directly coordinate mass care efforts with local government.

The American Red Cross Safe and Well System will be utilized as the means for family/household pet reunifications and welfare information during a disaster or incident requiring evacuations and large mass care sheltering.

The ESF #6 representative at the EOC will be responsible for the coordination of services, collection, reporting, and dissemination of all ESF #6 activities.

There may be instances when an affected area is/will be uninhabitable for short- or long-term periods.

Emergency situations may require the provision of short-term warming shelters, mobile feeding, etc.

Public on-hand food inventories separately will be inadequate and unsafe to meet the needs of the impacted populations.

The needs of the response community in the field will also need to be met in order to ensure response capabilities are maintained.

All sheltering activity, whether by the American Red Cross or independently, will be recorded and tracked (to the best of their ability) by the ESF #6 representative in the EOC in WebEOC.

#### ***IV.    Concept of Operations***

##### **A.    Policies**

The Town of Alstead will carry out emergency mass care of disaster victims. This may be accomplished through the fire and police departments, health department, social services department, and voluntary organizations such as churches or the local American Red Cross. A vital element of any disaster relief effort is the assistance provided to local government(s) by voluntary organizations in the distribution of food, medicine and supplies, the provision of emergency shelter, and the restoration of community services.

##### ***General***

- The ARC has been designated the lead agency responsible for mass care. State agencies have been designated to support the mass care foundation. Resources from the private sector will also be evaluated and applied to the response effort as appropriate. The Chair, Select Board will advise the public through the Emergency Alert System on the shelter locations(s), the procedures to follow when evacuating and recommendations that evacuees bring as much non-perishable foods with them as possible.
- The Health Officer will monitor conditions in the shelters and make recommendations to assure the health and safety of shelterees.

**Mass Care**

- Sheltering, feeding and emergency first aid activities will begin as soon as possible after the disaster occurrence (or before, if there is advance warning.)
- Mass Care services may not be available to relief workers for the first 72 hours.



**AMERICAN RED CROSS OF NH**

The response by the American Red Cross of NH will be coordinated with the Town of Alstead and the State of New Hampshire. The local American Red Cross district within the affected area will initiate mass care activities. Outside the district areas, the response will come from the ARC of NH Granite Chapter headquarters, located in Manchester, NH. To avoid duplication of services, response efforts will be coordinated through ESF #6 and the ARC liaison located at the State EOC.

- a. **Sheltering:** Providing emergency shelter for disaster victims and their household pets, including the use of pre-identified shelter sites or local shelter operations.
- b. **Emergency feeding:** Feeding will be provided to disaster victims and emergency workers through a combination of fixed sites, mobile feeding units, and bulk distribution of food.
- c. **Safe and Well:** The American Red Cross will continue to concentrate its Welfare Information efforts on publicly promoting communication from inside the disaster-affected area to outside the affected area. Helping disaster victims initiate contact with family members and loved ones enables the American Red Cross to provide welfare information to many more people outside the affected area.
- d. **Joint Information Center:** The American Red Cross will support the local government, State, or federal Joint Information Center (JIC) to provide disaster-affected clients with information to assist in their recovery.

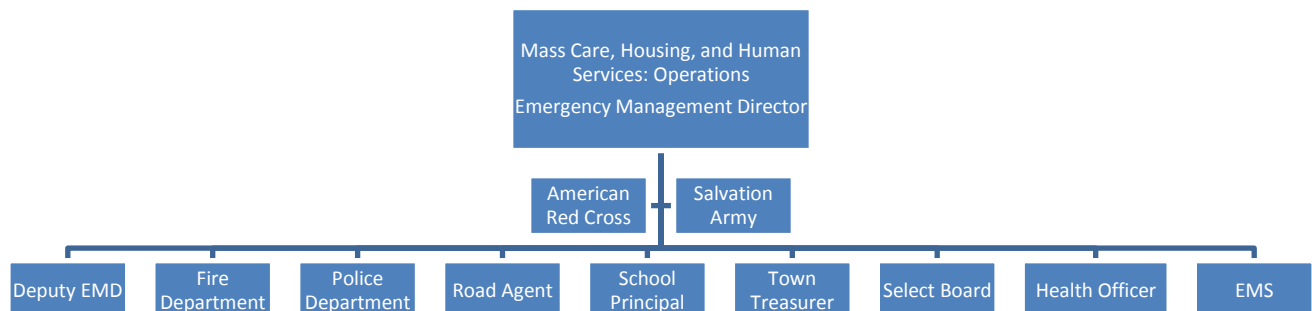
**Additional Policies**

- a. Actions initiated under ESF #6 are coordinated and conducted cooperatively with State and local incident management officials and with private entities, through the Local EOC and State EOC, if activated. Each Supporting Agency is responsible for managing its respective assets and resources after receiving direction from the ESF #6 Lead Agency.

- b. Actions taken during an emergency are guided by and coordinated with State and local emergency preparedness and response officials, U.S. Department of Homeland Security (DHS) officials, appropriate federal agencies, and existing agency internal policies and procedures.
- c. The organizations providing support for each incident coordinate with appropriate ESFs and other agencies, to ensure appropriate use of volunteers and their health and safety and to ensure appropriate measures are in place to protect the health and safety of all workers.
- d. Each Support Agency is responsible for managing its respective assets and resources after receiving direction from the Lead Agency.

## **B. Organization**

The functional organization structure of this ESF is shown in Figure 6-1.



**Figure 6-1**

## **C. Notification and Activation**

The EMD is responsible for notifying local and state agencies and the ARC that a major disaster has occurred or is imminent and may result in activation of the response procedure as described in the plan.

Upon notification of full activation of the plan, the EMD will inform Mass Care, Housing, and Human Services support agencies and the ARC of plan

implementation and share information about what has occurred and initial response actions.

**1. Notification**

- a. The EMD will be notified that an incident has occurred, or has the potential to occur, that threatens or impacts an area of the Town of Alstead. The EMD will gather information for on-going situational awareness and notify ESFs, as appropriate.
- b. The EMD will make the decision to activate the EOC and determine level of activation.
- c. If EOC activation is determined to be necessary, the EMD will notify the ESF Lead Agency of the activation and request designated personnel to report to the EOC or to remain on stand-by.
- d. The Lead Agency will then notify the appropriate ESF Support Agencies and determine coverage/duty roster for the ESF desk in the EOC. WebEOC will be utilized to provide continuous situational awareness.
- e. All ESF agencies will make appropriate notifications to their appropriate regions, districts or local offices.
- f. The above notification process will be utilized for all phases of activation and activities in which the ESF will be involved.

**2. Event Reporting**

- a. Event and position logs should be maintained by each ESF agency in sufficient detail to provide historical data on activities taken during the event.

- b. Agencies are also expected to keep their Lead Agency updated on all activities and actions.
- c. The Lead Agency will be responsible for making periodic reports to their Sections on activities taken by the ESF, in total, during the event and ensure they are properly documented.
- d. All financial reporting will be done through the ESF Lead Agency on behalf of their Support Agencies. All financial management documents must comply with standard accounting procedures and applicable agency, state and federal guidelines, rules, standards, and laws.

**D.      Deactivation**

**(i)** Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operational elements at the local EOC. The EMD should schedule an after action meeting.

**V.      Roles and Responsibilities**

**The Emergency Management Director will:**

- Maintain records of the cost of supplies, resources and employee hours needed to respond to the disaster
- Collect and maintain the following ESF status information and coordinate with ESF #5 Emergency Management to ensure inclusion into the Situation Report
  - 1. Number of people and meals served
  - 2. Number of food stamps distributed to disaster victims
  - 3. Status of feeding operations
  - 4. Unmet needs (staff, equipment, etc)
  - 5. Staffing and resource capabilities and shortfalls.
  - 6. Dietary needs
  - 7. Source of food

8. Coordinate with Health and Medical for the health and safety of response personnel.

- Develop and maintain a shelter plan
- Identify and secure permission of those buildings to be designated as shelters
- Advise the Health Officer on the occupying of and emerging from shelters based on monitored radioactivity data from local, state and federal sources
- Advise the Health Officer of the facilities providing the best protection

**The Deputy EMD or designee will:**

- Assist with the shelter operations
- Coordinate feeding operations with the American Red Cross
- Obtain cots and blankets from American Red Cross and any other sources
- Coordinate provision and distribution of food and potable water and the provision of transportation to distribute food stocks
- Coordinate feeding operations with the American Red Cross
- Make available on-hand food supplies
- Coordinate with ESF #8 Health & Medical, to assess damage to food and potable water supplies, as necessary
- Coordinate with ESF #6 Mass Care, Housing, and Human Services and ESF #14 Volunteers and Donations, to determine the food need of the affected population(s)
- Develop a course of action that will ensure timely distribution of food
- Coordinate food and potable water supplied to designated sites and coordinate such activities through Mass Care and Shelter with the ARC or other facility managers regarding special nutritional requirements, food safety and the issuance of disaster food stamps

**The Fire Department will:**

- Advise on those facilities which provide the best fire protection
- Assist the EMD and Deputy EMD in the implementation of this ESF

**The EMS will:**



- Assist the EMD and Deputy EMD in the implementation of this ESF

**The Police Department will:**

- Provide security at the shelters
- Assist the EMD and Deputy EMD on measures of security needed,

**The Health Officer will:**

- In coordination with the State, inspect food for safety to include preparation, transportation and storage
- Assure all personnel involved in the preparation and distribution of food adhere to appropriate food safety regulations
- Provide disease surveillance, as needed
- Provide public notification of food recall and tampering
- Witness the destruction of contaminated and embargoed foods
- Assist with the food requirements of special needs populations

**The School Principal will:**

- Prepare the schools for sheltering
- Make available on-hand food supplies
- Provide available personnel, for registering evacuees
- Assist the Health Officer on the occupying of and emerging from shelters based on monitored data from local, state and federal sources
- Assist in the identification of shelter managers and monitors and distribute shelter management and monitoring guidance material as needed
- Assist the Health Officer in determining the facilities providing the best protection

**The Road Agent will:**

- Create a list of private animal shelters to distribute to evacuees
- Assist in transportation of food & water to designated shelters

**The Town Treasurer will:**

- Advise the Select Board on the disbursement of town funds

**The Select Board will:**

- Coordinate press releases and public information
- Assist in the implementation of ESF #6 Mass Care & Shelter
- Coordinate with the Town Treasurer on disbursement of funds

**The American Red Cross may provide the following services:**

- Provide listings of ARC approved shelters in the area
- Assist with long-term sheltering of residents as necessary

**The Salvation Army may provide the following services:**

- Assist with long-term sheltering of residents as necessary

***VI.    References***

**A.      Plans**

ARC NH State Disaster Plan

**B.      Standard Operating Procedures/Guides (SOPs/SOGs)**

None

***VII.   Attachments***

**A.      Forms**

See Appendix D at the end of this EOP

## **ESF 7 - RESOURCE SUPPORT**

**Lead Agency:**                      Emergency Management Director (EMD)

**Support Agencies:**      Select Board  
                                    Police Department  
                                    Fire Department  
                                    EMS  
                                    Road Agent  
                                    School Principal  
                                    Office Administrator  
                                    Town Treasurer  
                                    Health Officer  
                                    Welfare Administrator  
                                    Planning Board

### ***I.      Introduction***

#### **A.      Purpose**

The objective of this ESF is to provide logistical support preceding or following a disaster.

### ***II.     Situation and Planning Assumptions***

The town will require such resources as are necessary to maintain essential industries and services, to support key personnel working within these facilities

and to provide the citizens, both affected and unaffected by the emergency, with at least austere levels of essential survival resources such as food, water, housing, medical care, fire, and police protection, etc. If possible, the stockpiling of as much essential materials as possible will begin during pre- crisis periods on instructions of the NH HSEM. The nature of the emergency might be such that the community would have to survive for an extended period of time on those resources available until outside assistance can be obtained. Therefore, rationing may become necessary. Eventually, outside assistance will become available from federal, state or regional sources.

Generally, people will cooperate with official regulations restricting the use of essential resources during an emergency. State Law, RSA 21, provides that private property may be commandeered or appropriated for the common good. Owners will be reimbursed as soon as practical following the end of the emergency situation.

Control of both inter-and intra-state transport of resources may be placed with Federal and State government agencies.

Should the emergency situation warrant an evacuation of the major portion of the population, those resources deemed in excess to the needs of the town would be transferred to the hosting community.

### ***III.    Concept of Operations***

#### ***A.     General***

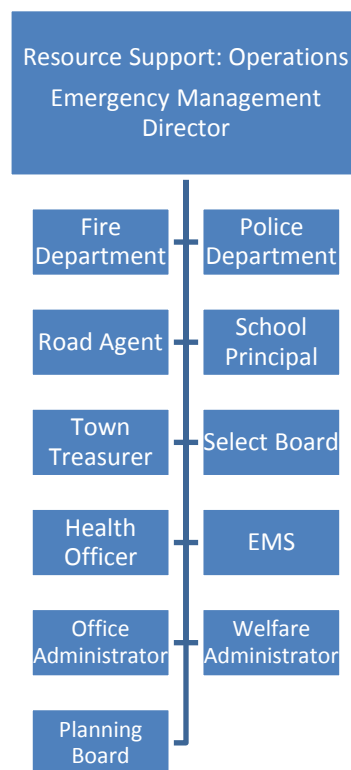
Upon activation of the Emergency Operations Center, each emergency services department will report to the EMD on the status of essential resources available, present or predicted shortfalls and needs for additional resources. The EMD will report the shortfalls and needs to the NH HSEM and Select Board, and request assistance, if the necessary resources are exhausted or not available locally. In order that State and/or Federal resources be requested, the community must show that its capability to continue response is inadequate.

Resources that are in-transit in inter-or intrastate commerce will come under the control of State and/or Federal agencies. These resources may be deferred to the

community on orders of the respective agencies. In order that an effective response by State or Federal resources be obtained, prompt notification to the NH HSEM of the situation and the potential need for assistance is essential.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 7-1.



**Figure 7-1**

**C. Notification and Activation**

In response to an event that would cause for the activation of the local EOC, the EMD would initiate notification. The Police Department would normally initiate notification during off-duty hours.

**D.      Emergency Response Actions**

**1.      *Preparedness***

- a.      Stage resources near the expected impact/emergency areas when possible.
- b.      The available resources and facilities that are necessary to respond to an emergency should be identified and assessed for possible deployment.

**2.      *Response***

- a.      Initial Actions
  - 1)      Place emergency service personnel on standby or direct to staging areas with some facilities staffed for immediate response.
  - 2)      EMD will request the support agencies to activate and staff the EOC, and will notify other State agencies and FEMA Region I of the situation.
  - 3)      Support agencies will provide logistical support as required.
  - 4)      Lead and support agencies for ESF-Resource Support will be prepared to provide initial reports based on resources that have been requested.
  - 5)      Communication resources will be provided in coordination with Communications and Alerting.
  - 6)      Transportation needs will be provided in coordination with Transportation.
  - 7)      Food and fuel will be provided in cooperation with Food & Water and Energy, respectively.
  - 8)      Security for staging areas and facilities will be provided through Public Safety and Law Enforcement.

b. Continuing Actions

- 1) This ESF will continually provide for the control and accountability of equipment, personnel, goods, and services in support of the disaster.
- 2) Track the status/disposition of all resources requests.

**3. Recovery**

a. Resource Support will support the emergency organization by providing logistical support for:

- 1) Staff movement.
- 2) Procuring equipment after disaster events.
- 3) Deploying staff in the event an alternate EOC is established.
- 4) Providing logistical support to the Federal Disaster Field Office (DFO).

**4. Mitigation**

Refer to the Town of Alstead Hazard Mitigation Plan

**E. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operational elements at the local EOC. The EMD should schedule an after-action meeting.

#### ***IV.    Roles and Responsibilities***

##### **The Emergency Management Director will:**

- ☐ Coordinate requests for additional personnel and equipment
- ☐ Advise the Select Board on the location of additional resources
- ☐ Coordinate the use of essential utility services
- ☐ Maintain the Resource Inventory in an up-to-date condition
- ☐ Assume overall control of resource allocation
- ☐ Request assistance from neighboring communities and/or the State

##### **The Select Board will:**

- ☐ Assist in the implementation of ESF #7 Resource Support as necessary
- ☐ Issue such orders and/or proclamations necessary to conserve essential on-hand resources
- ☐ Acquire such private resources as are needed and authorize the expenditure of funds necessary for acquisition
- ☐ Authorize the release of excess resources to neighboring communities and/or the State

##### **The Fire Department will:**

- ☐ Provide personnel and equipment in the implementation of ESF #7 Resource Support

##### **The Police Department will:**

- ☐ Provide personnel and equipment in the implementation of ESF #7 Resource Support.



**The Road Agent will:**

- ☐ Maintain liaison with local contractors and equipment dealers
- ☐ Assist Emergency Management Director in maintaining a listing of construction equipment and personnel available locally

**The EMS will:**

- ☐ Provide assistance to the EMD on the resources available for the incident

**The School Superintendent will:**

- ☐ Provide, in coordination with Road Agent and the school bus contractors, for evacuation of the school(s)
- ☐ Provide, at each school personnel who will prepare and maintain lists of people in each school bus
- ☐ Provide, maintain and oversee space in school buildings for use as shelters, and to provide and maintain lists of people in same

**The Town Treasurer will:**

- ☐ Disburse funds on orders of the Select Board
- ☐ Maintain records of funds expended for possible post-disaster reimbursement

**The Office Administrator will:**

- ☐ Maintain records of funds expended for possible post-disaster reimbursement

**The Health Officer will:**

- ☐ Provide assistance to the EMD on the resources available for the incident
- ☐ Provide information on status of building safety

**The Welfare Administrator will:**

- ☐ Provide assistance to the EMD on the resources available for the incident

**The Planning Board will:**

- ☐ Provide assistance to the EMD on the resources available for the incident

***V.      References***

**A.      Standard Operating Procedures/Guides (SOPs/SOGs)**

None

**B.      Interagency Agreements/Compacts/Mutual Aid Agreements**

Southwestern New Hampshire Fire Mutual Aid

***VI.     Attachments***

**A.      Forms**

See Appendix D at the end of this EOP

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## **ESF 8 - HEALTH AND MEDICAL SERVICES**

**Co-Lead Agencies:**    EMD  
                                 EMS

**Support Agencies:**    Fire Department  
                                 Police Department  
                                 Road Agent  
                                 School Superintendent  
                                 Deputy EMD

### ***I.      Introduction***

#### **A.      Purpose**

The purpose of ESF-Health and Medical Services, is to coordinate the delivery of both primary and supplemental health, medical and basic human services to individuals, families, communities, emergency services personnel, and to disrupted or overwhelmed local health and medical personnel and facilities.

### ***II.     Situation and Planning Assumptions***

The Alstead EMS is a volunteer organization led by a Chief. Availability of volunteers varies. The town has one ambulance. The Alstead EMS relies on Southwestern New Hampshire Fire Mutual Aid for additional support as needed. Hospitals in the area include Cheshire Medical Center in Keene, NH; Monadnock Community Hospital in Peterborough, NH; Dartmouth-Hitchcock Medical Center in Lebanon, NH; Valley Regional Hospital in Claremont, NH; New London Hospital in New London, NH; the V.A. Medical Center in White River Junction, VT; and the Springfield Hospital in Springfield, VT.

### ***III.    Concept of Operations***

#### ***III.***

#### **A.      General**          (i)

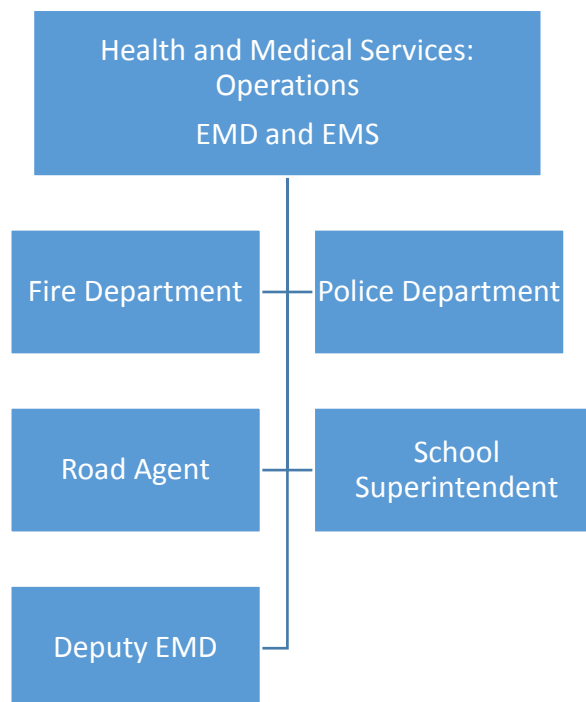
The town has a responsibility to provide medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities. Hospitals which have a mass casualty plan will invoke it in concert with this plan.

In the post-disaster period, potential threats to human health such as contaminated water could be possible. Therefore, the public must be alerted to them and the procedures necessary for safeguarding health.

Because of the vagaries of natural and man-made disasters, many decisions will have to be made at the time of the incident based on an expedient capability assessment and the availability of medical resources. These decisions must be made on the best advice and recommendations available to the EMS Chief and EMD. Federal and state officials will assist in the decision-making process.

**B.      Organization**

The functional organization structure of this ESF is shown in Figure 8-1.



**Figure 8-1**

**C.      Emergency Response Actions**

Upon activation of ESF #8 Health & Medical, the Alstead EMS will:

- Establish liaison with local health departments, health officer and community-based organizations, and state and federal agencies as are appropriate to the situation.

**D.      Deactivation**

Upon declaration at the local EOC that the activities and services of ESF #8 Health & Medical are no longer needed, the EMD will have all active ESF #8 Health & Medical entities terminate their actions and activities via smooth turnover to appropriate pre-incident organizations and agencies. The EMD should schedule an after action meeting.

**IV.    Roles and Responsibilities**

**The EMS will:**

- ☐ Provide all emergency medical treatment functions
- ☐ Coordinate emergency health and medical functions with the Deputy EMD
- ☐ Assess the medical capabilities on hand and report these to the EMD
- ☐ Establish medical procedures for evacuees at the shelter(s)
- ☐ Perform such other emergency functions to the best of its ability as requested by the EMD/EOC
- ☐ Provide situational reports containing the number, type and severity of casualties to the EMD
- ☐ Perform all administrative and operational functions of the EMS Service
- ☐ Provide direction and control of the EMS Division during a disaster situation operating from the Emergency Operations Center (EOC)
- ☐ Coordinate medical assistance with area hospitals, if necessary
- ☐ Establish procedures for evacuating medically ill patients
- ☐ Coordinate implementation of public immunization

**The Emergency Management Director will:**

- ☐ Assist the EMS Chief in coordinating health functions
- ☐ Provide situation reports containing the number, type and severity of casualties to the State EOC
- ☐ Report any excess medical capacity which may be available to EOC
- ☐ Make requests for medical assistance, equipment, supplies, and health manpower, as appropriate through local EOC
- ☐ Report any excess medical capacity which may be available

**The Deputy EMD or designee will:**

- ☐ Coordinate all health functions
- ☐ Maintain direct contact with EMS
- ☐ Act as liaison with the state Health & Human Services department

**The Police Department will:**

- ☐ Provide security and escorts, as required (e.g., Strategic National Stockpile (SNS), mass medication centers)
- ☐ Identify and ensure access routes are available
- ☐ Coordinate with the law enforcement agencies from non-impacted areas in the State for the provision of security and restricting access at health and medical facilities within the affected area
- ☐ Provide emergency transportation of blood, health/medical personnel and medications, if needed
- ☐ Coordinate with health care facilities on the release of names of casualties and proper notification to kin

**The Road Agent will:**

- ☐ Assist with Staging Facility for triage
- ☐ Assist Police Department with traffic control

**The School Superintendent will:**

- ☐ Assist in the coordination of bus transportation and school facilities

***V.      References***

***A.      Standard Operating Procedures/Guides (SOPs/SOGs)***

NH EMS Best Practices

NH Patient Care Protocols

Fire Department Standard Operating Procedures

***B.      Interagency Agreements/Compacts/Mutual Aid Agreements***

Southwestern New Hampshire Fire Mutual Aid

***VI.     Attachments***

***A.      Forms***

See Appendix D at the end of this EOP

## **ESF 9 - SEARCH AND RESCUE**

**Co-Lead Agency:**      Police Department  
                                 Fire Department

**Support Agencies:**    EMD  
                                 Select Board  
                                 Road Agent  
                                 EMS

**Outside Support:**      NH Fish and Game  
                                 Civil Air Patrol  
                                 Southwestern New Hampshire Fire Mutual Aid

### ***I.      Introduction***

#### **A.      Purpose**

To provide assistance in all activities associated with Search and Rescue operations. To coordinate the integration of personnel and equipment resources.

### ***II.     Concept of Operations***

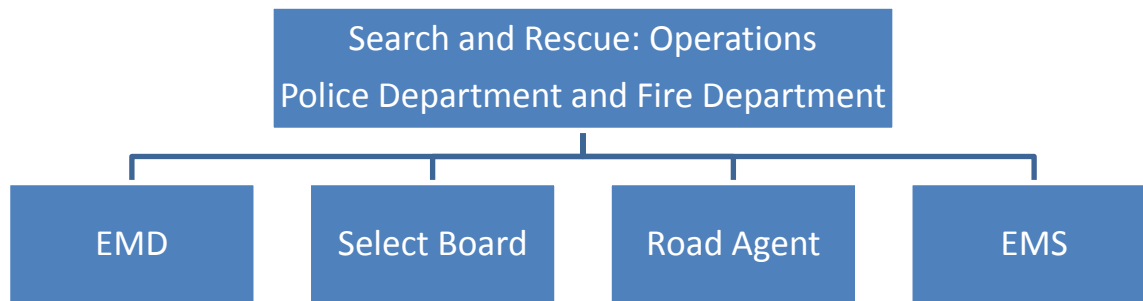
#### **A.      General**

Search and Rescue, manages and coordinates the response of local search and rescue resources in response to any incident involving search and rescue operations. These include, but are not limited to aircraft, collapsed buildings, urban, water and woodlands incidents.



**B. Organization**

The organization structure of this ESF is shown in Figure 9-1



**Figure 9-1**

**C. Notification and Activation**

During normal office hours, the EMD will initiate activation of this ESF.

During non-office hours, initial notification will normally be made by the local dispatch center.

Notification and activation of designated personnel and resources will be the responsibility of the responding agencies.

**D. Emergency Response Actions**

The Police and/or Fire Department will be responsible for the following:

- Assign an ESF #9 Search & Rescue representative to report to the EOC as soon as possible after notification of Search & Rescue activation.
- The ESF #9 Search & Rescue representative will ensure that communication links are established with local or field command and control elements, and other lead and support agencies.
- Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to Emergency Management personnel for

dissemination.

- Maintain complete logs of actions taken, resource requirements and other activities.

***E.***      Recovery Actions

When it is determined that the emergency conditions have stabilized or are improving, the EMD shall determine the requirements to sustain the recovery efforts. Factors to be considered, but not limited to, are:

- Identify specific areas that would sustain recovery efforts.
- Mobilization needs for resources, personnel and equipment.
- Determine transportation and traffic control requirements.
- Determine the coordination capabilities between local, state and federal officials to initiate recovery efforts.

***F.***      Deactivation

Upon declaration at the EOC that the activities and services of ESF #9 Search & Rescue are no longer needed, the EMD will have all active ESF #9 Search & Rescue entities terminate their actions and activities via smooth turnover to appropriate pre-incident organizations and agencies. The EMD should schedule an after action meeting.

***III.***    *Roles and Responsibilities*

**The Police Department will:**

- ☐ Coordinate with Fire Department to conduct search and rescue operations
- ☐ Collect and maintain the following ESF status information and coordinate with ESF #5 Emergency Management, to ensure inclusion into the situation report.
  1. Number of victim rescues attempted and completed
  2. Status of rescue operations

3. Unmet needs
  4. Allocated and requested Search and Rescue Resources
  5. Staffing and resource shortfalls
- ☐ Coordinate with ESF #4 Fire Fighting, to provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
  - ☐ Coordinate with ESF #8 Health and Medical, to ensure the proper health and safety of local officials. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food & water
  - ☐ Coordinate with the Fire Department to advise NH Fish & Game of any Search & Rescue event.
  - ☐ Provide investigative services in missing persons cases

**The EMS will:**

- ☐ Provide medical assistance in search missions

**The Fire Department will:**

- ☐ Coordinate with the Police Department to conduct search & rescue operations
- ☐ Provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
- ☐ Coordinate the provision of resources to local and state search and rescue operations
- ☐ Collect and maintain the following ESF status information and coordinate with Emergency Management, to ensure inclusion into the situation report.
  1. Number of victim rescues attempted and completed
  2. Status of rescue operations
  3. Unmet needs
  4. Allocated and requested Search and Rescue Resources
  5. Staffing and resource shortfalls
- ☐ Coordinate with the Police Department to advise NH Fish & Game of any Search & Rescue event.

**The EMD will:**

- ☐ Provide assistance in search missions
- ☐ Provide direction and control at the Emergency Operations Center

**The Select Board will:**

- ☐ Coordinate public notification and announcements

**The Road Agent will:**

- ☐ Provide search and rescue support through equipment and personnel

***IV.    References***

***A.      Standard Operating Procedures/Guides (SOPs/SOGs)***

Fire Department Standard Operating Procedures

Police Department Standard Operating Procedures

***B.      Interagency Agreements/Compacts/Mutual Aid Agreements***

Police Mutual Aid Agreements with surrounding communities

***V.     Attachments***

***A.      Forms***

See Appendix D at the end of this EOP

## **XII. ESF 10 - HAZARDOUS MATERIALS**

**Co-Lead Agencies:**    Fire Department  
                                     EMD

**Support Agencies:**    Police Department  
                                     Road Agent  
                                     School Principals/Administrators  
                                     Health Officer  
                                     EMS

➤ Introduction

**A.**      Purpose

Provide a coordinated local response and mitigate potential effects of a hazardous materials incident resulting from a natural, man-made, technological disaster, or a terrorist incident.

**B.**      Scope

The local scope under this function shall include actions taken through the application of equipment, and technical expertise to control and contain HazMat incidents during response and recovery.

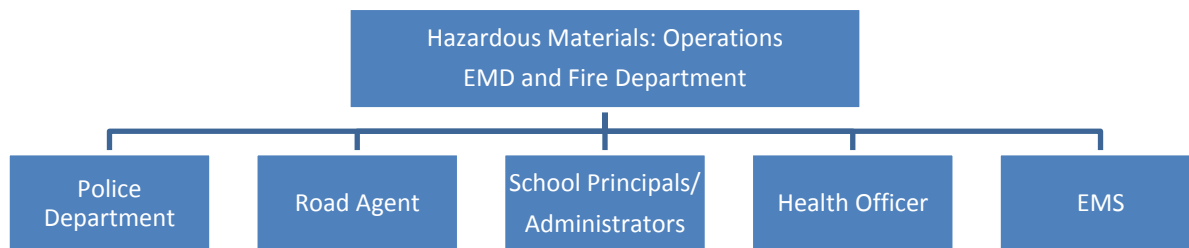
ESF #10 Hazardous Materials will manage and coordinate the HazMat activities surrounding existing or potential disaster conditions. This will be accomplished by monitoring resources in support of local and mutual aid agencies. Hazardous Materials will utilize established HazMat organizations, processes and procedures.

- Concept of Operations

**C. Organization**

(i)

The functional organization structure of this ESF is shown in Figure 10-1



**Figure 10-1**

**D. Notification and Activation**

- Upon notification of an incident, the Fire Department will be requested to activate and coordinate Hazardous Materials activities from the EOC.
- The Fire Department will implement existing operating procedures, mutual aid agreements, vendor contracts, and notifications as outlined within existing protocols.
- Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

***E.***      Emergency Response Actions

The following activities will commence upon report of a hazardous material incident:

- ☐ A Fire Department designee will locate at the local EOC as soon as possible after notification.
- ☐ The designee will ensure that communications interoperability is established and maintained with local command and control, lead agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.
- ☐ Determine initial and ongoing activities through established intelligence gathering procedures.
- ☐ Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts and policy matters as necessary.
- ☐ Maintain complete log of activities taken, resources ordered, records, and reports.

***F.***      Recovery Actions

Initiation of recovery operations will occur when feasibly possible and will follow prescribed HazMat response operation protocols.

***G.***      Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operations requirements. The EMD should schedule an after-action meeting.

➤ Roles and Responsibilities

**The Fire Department will:**

- ☐ Establish and maintain a database of entities that sell, manufacture, store, and/or transport extremely hazardous substances in town
- ☐ Coordinate with ESF #1 Transportation and ESF #3 Public Works and Engineering, during HazMat scenarios involving transportation incidents
- ☐ Ensure the use of Incident Command System (ICS) during all HazMat incidents in town
- ☐ Coordinate local activities during HazMat incidents
- ☐ Ensure appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required
- ☐ Coordinate with ESF #7 Resource Support in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations
- ☐ Collect and maintain the following ESF status information and coordinate with ESF #5 Emergency Management to ensure inclusion into the Situation Report (SITREP).
  1. Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
  2. Status of evacuation or Shelter-in-Place orders and personal protective actions.
  3. Staffing and resource capabilities and shortfalls.
  4. Unmet needs (staff, equipment, etc.)
  5. Allocation of HazMat resources.
  6. Status of operation facilities (i.e. staging areas, fixed/mobile command posts)
  7. Dispersment 24-hour number: 1-800-482-0913 from the National Weather Service
  8. Coordinate with ESF #8 Health & Medical for health and safety of response personnel
- ☐ Coordinate with ESF #1 Transportation, for resources involving transportation, highway conditions and weather conditions involving highways.



The EMD will:

- ☐ Provide direction and control at the Emergency Operations Center

**The Police Department will:**

- ☐ Coordinate the provision of site security and access control during hazardous material operations

**The Road Agent will:**

- ☐ Assist in the identification of critical facilities
- ☐ Assist in the provision of containment resources as needed
- ☐ Provide and assist in the evacuation of areas impacted or potentially impacted by a hazardous spill, leak or release, as necessary

**The Health Officer will:**

- ☐ Ensure the health and safety of volunteers, including health risk assessment, injury prevention and mental health services
- ☐ Provide and assist in the dissemination of public health personal protective actions as needed
- ☐ Ensure sanitation measures, and the safety of the public's food and water
- ☐ Assist with assessment, sampling and monitoring teams, as needed
- ☐ Assist the Fire Department in the implementation of ESF #10 Hazardous Materials

**The School Principals/Administrators will:**

- ☐ Assist in the lock-down or evacuation of students, as necessary

**The EMS will:**

- ☐ Provide medical assistance for Hazardous Materials incidents.

➤ References

**H.**      Standard Operating Procedures/Guides (SOPs/SOGs)

Fire Department Standard Operating Procedures

Police Department Standard Operating Procedures

**I.**      Interagency Agreements/Compacts/Mutual Aid Agreements

Hazardous Materials Response Team sent by Southwestern New Hampshire Fire Mutual Aid

**J.**      Plans

None.

**IV.**    Attachments

**V.**

A.      Forms

See Appendix D at the end of this EOP

### **XIII. ESF 11 - AGRICULTURE, NATURAL, AND CULTURAL RESOURCES**

**Co-Lead Agencies:**    EMD

Police Department

**Support Agencies:**    Select Board

Road Agent

Health Officer

#### **VI.    Introduction**

##### **A.    Purpose**

The purpose of Emergency Support Function #11 – Agriculture, Natural and Cultural Resources (ESF #11) is to support the Town of Alstead’s efforts to respond to incidents caused by all-hazards, including: providing evacuation of livestock, controlling and eradicating outbreaks of highly contagious or economically devastating animal or zoonotic diseases (i.e. transmitted between animals and people); coordinating with ESF #6 – Mass Care, Housing and Human Services and ESF #8 – Health and Medical to ensure the safety and security of the commercial food supply; protecting natural and cultural resources; and providing for the safety, of livestock during an emergency.

##### **B.    Scope**

ESF #11 - Agriculture, Cultural, and Natural Resources provides the mechanism for coordination of state, local and private resources to control and to eradicate an outbreak of a highly contagious or economically devastating animal/zoonotic disease, a highly infective exotic plant disease, or an economically devastating plant pest infestation when such occurrences become a significant emergency in New Hampshire. This includes occurrences in both domestic and wild flora and fauna, and further includes the welfare of animals, mainly livestock, during a disaster or emergency situation. ESF #11 also provides for protection of natural and cultural resources prior to, during, and/or after an incident in New Hampshire.

***VII. Concept of Operations***

***VIII.***

**A.      General**

ESF #11 has four (4) primary functions:

**Responding to animal and plant diseases and pests:** Includes implementing an integrated State and local response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, or an outbreak of a harmful or economically significant plant pest or disease. ESF #11 ensures that animal/veterinary issues in natural disasters are supported.

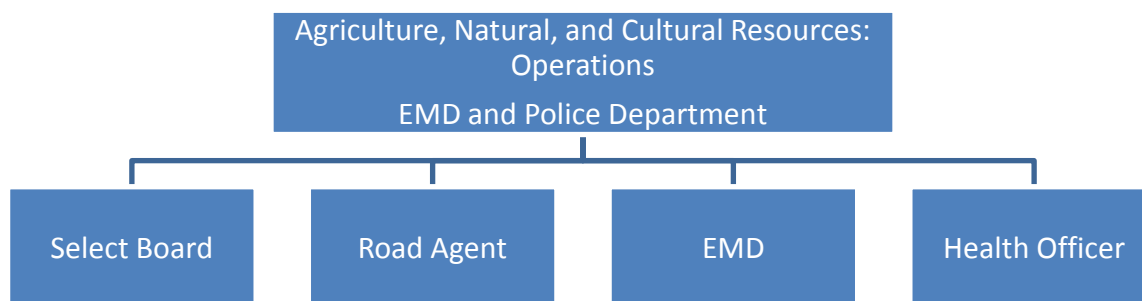
**Ensuring the safety and security of the commercial food supply:** Includes the execution of routine food safety inspections and other services to ensure the safety of food products that enter commerce.

**Protecting natural and cultural resources:** Includes appropriate response actions to preserve, conserve, rehabilitate, recover, and restore New Hampshire's cultural and natural resources. This includes providing post-event baseline assessments of damages and providing technical assistance and resources for assessing impacts of response and recovery activities.

**Providing for the safety and well-being of livestock:** Supports the Town together with ESF #6; ESF #8; and ESF #9.

**B.      Organization**

The functional organization structure of this ESF is shown in Figure 11-1



***Figure 11-1***

**C. Notification and Activation**

The Emergency Management Director will be notified as soon as possible upon receipt of information on any emergency situation that might affect the community. The EMD will then decide on whether to alert the other emergency response organizations or not, based on the information received.

Upon notification the Police Department will notify the EMD of an impending or actual animal/human health emergency posing a significant threat to agricultural health and safety. The EMD will request agency representatives to activate ESF operations.

Upon notification of an emergency or impending incident, the EMD would request activation of this ESF.

The EMD will implement existing operating procedures, mutual aid agreements and notifications as outlined within existing protocols.

Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

**D. Emergency Response Actions**

**(i)**

Activities of this ESF will commence once impacted areas exceed feeding capabilities and have requested assistance.

- The EMD will locate at the local EOC as soon as possible after notifications.
- The Health Officer will establish operations at the EOC as soon as possible after the notification and activation of the ESF.
- The EMD will ensure that communications interoperability is established and maintained with local command and control, lead agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.
- Determine initial and ongoing activities through established intelligence gathering procedures.
- Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts and policy matters as necessary.
- If the emergency involves a foreign animal disease outbreak, the EMD will coordinate with the Commissioner of Agriculture and HSEM to request a Secretary's Emergency or Extraordinary Emergency Declaration, as appropriate.
- Maintain complete log of activities taken, resources ordered, records, and reports.

***E.***      Recovery Actions

Initiation of recovery operations will occur when feasibly possible and will follow normal field operation protocols.

Once recovery efforts have been initiated, this ESF will assist, coordinate and facilitate the operational needs required for site remediation and restoration, as needed. Those requirements will include personnel and resources necessary for sentinel surveillance and monitoring for an extended period time, when necessary.

***F.***      Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operations requirements. The EMD should schedule an after action meeting.

***II.***      *Roles and Responsibilities*

**The Police Department will:**

- ☐ Coordinate with ESF #2 Communications and Alerting to establish and maintain communications with field operations, as necessary
- ☐ Provide traffic control operations and enforce quarantine areas, as requested and available
- ☐ Coordinate with ESF #8 Health and Medical Services regarding issues such as, public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed
- ☐ Coordinate with ESF #8 Health and Medical Services and Public Information for the release of public information regarding animal health issues
- ☐ Coordinate with ESF #3 Public Works and Engineering to assist in the disposal of animal carcasses and site remediation

**The Health Officer will:**

- ☐ Coordinate agriculture and animal health resources, as needed, to support local emergency operations
- ☐ Assist the State Veterinarian with quarantine or restrict animal movement, when necessary, for disease control and observation.

- ☐ Assist with the disposal of pet animal carcasses

**The EMD will:**

- ☐ Provide for protection of natural and cultural resources prior to, during and/or after an incident in New Hampshire
- ☐ Establish operations at the EOC as necessary, to assist in the implementation of this ESF
- ☐ Coordinate resources, and provide support and agency representatives to State and Federal agencies, as required, in response to incidents/attacks involving agroterrorism
- ☐ Collect and maintain the following ESF status information and coordinate with ESF #5 Emergency Management to ensure inclusion into the Situation Report (SITREP):
  - a. Status of Containment and Disposal efforts
  - b. Road Closures and Traffic Control Points
  - c. Statistical Information such as:
    - 1) Number of Animals Culled/Destroyed (domestic and wild)
    - 2) Number of Infected Farms/Operations
    - 3) Collateral Impacts (e.g., crops)
  - d. Status of Quarantine Areas
  - e. Status of Commissioner's Declaration
  - f. Unmet Needs
  - g. Allocated Resources
  - h. Status of Critical Facilities (i.e., communications center, equipment storage sites, operational sites, etc.)
  - i. Staffing and Resource Shortfalls
  - j. Number of Animals Sheltered
  - k. Number of Animals Treated
  - l. Number of Animals Rescued and Identified

**The Road Agent will:**

- ☐ Assist with the disposal of large animal carcasses to disposal sites and/or assist in actual disposal operations
- ☐ Provide equipment and personnel for the implementation of this ESF

**The Select Board will:**

- ☐ Coordinate press releases and public information
- ☐ Coordinate finances required to implement Animal Health

***IX.      Attachments***

a. Forms

See Appendix D at the end of this EOP



## **B. ESF 12 - ENERGY**

**Lead Agency:** Emergency Management Director

**Support Agencies:** Fire Department  
Police Department  
Road Agent  
Select Board

### ***X.      Introduction***

#### **A.      Purpose**

To provide a coordinated response in the restoration of energy services in a disaster area in order to save lives and protect health, safety and property, and to carry out other emergency response functions.

#### **B.      Scope**

This ESF involves the provision of emergency power and fuel to support the immediate response activities with the disaster area as well as providing power and fuel to normalize community functions.

### ***XI.     Situation and Planning Assumptions***

#### **C.      Situation**

The Town of Alstead has stationary generators at the Town Hall, Village Fire Station, Highway Department building, and East Alstead Fire Station. Diesel and gasoline fuel is stored at the Highway Department building, and gasoline is also available at a private gas station in town. The town is served by two energy suppliers.

***XII.    Concept of Operations***

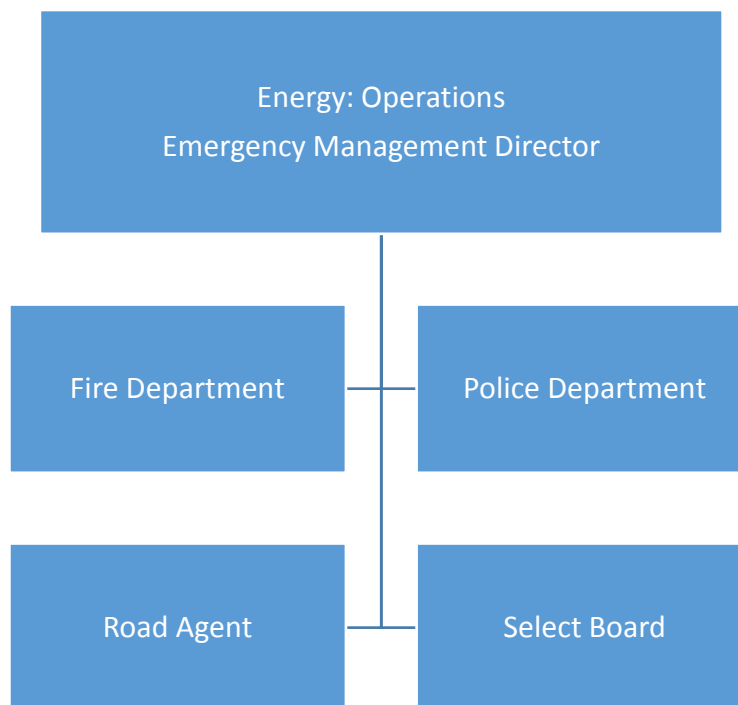
***D.      General***

This ESF, following a disaster and once activated, will assess fuel and electrical power damage, energy supply and demand and assist in identifying requirements for restoration.

This ESF will coordinate closely with local, state, federal, and private utility and fuel industry officials to establish priorities to repair damaged facilities, and to coordinate the provision of temporary, alternate or interim sources of emergency fuel and power.

***E.      Organization***

The functional organization structure of this ESF is shown in Figure 12-1



***Figure 12-1***

***F.***      Notification and Activation

Upon determination by the EMD of an impending or actual incident requiring evacuation capabilities or posing a significant threat to the town, the EMD will request agency representatives to activate Energy from the EOC.

Upon activation, the EMD will implement existing operating procedures and support agency notification as outlined in existing protocols.

***G.***      Emergency Response Actions

The following should be considered for emergency response:

- Determine from ESF #5 Emergency Management, the energy status of affected areas.
- Use information available to determine the possible energy needs for response.
- Receive and assess requests for energy assistance from affected areas.
- Provide accurate assessment of energy supplies, demands, and requirements for repair and restorations of energy systems to local EOC staff.

***H.***      Recovery Actions

Recovery actions will begin at the discretion of the EMD. Though two separate sequence frames, it is not expected that the recovery actions for this ESF will differ from the emergency response actions.

***I.***      Deactivation

Deactivation of this ESF will occur when all major energy related issues are resolved. Minor energy related issues may be relinquished to other operational ESFs to complete deactivation. The EMD should schedule an after action meeting.

***XIII. Roles and Responsibilities***

**The Emergency Management Director will:**

- ☐ Provide direction and control of the EOC in the implementation of Energy
- ☐ Determine the possible energy needs for emergency responders
- ☐ Prioritize resource request and allocations, as needed
- ☐ Identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters

**The Road Agent will:**

- ☐ Provide a coordinated response to facilitate the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property, and to carry out other emergency response functions
- ☐ Assess fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration
- ☐ Collect and maintain the following ESF status information and coordinate with Emergency Management to ensure inclusion into the Situation Report (SITREP).
  - 1. Status of energy systems
  - 2. Status of Critical Facilities
  - 3. Areas without energy
  - 4. Unmet needs (staff, equipment, etc.)
  - 5. Staffing and resource capabilities and shortfalls
  - 6. Coordinate with ESF-8, the health and safety of response personnel

**The Fire Department will:**

- ☐ Provide for the safety of energy personnel, equipment and critical facilities as necessary
- ☐ Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations

**The Police Department will:**

- ☐ Provide traffic control at utility restoration locations
- ☐ Provide security for areas without power, as staff availability allows
- ☐ Provide back-up communication

**The Select Board will:**

- ☐ Provide public information announcements

***XIV. References***

***J.***      Standard Operating Procedures/Guides (SOPs/SOGs)

None

***K.***      Interagency Agreements/Compacts/Mutual Aid Agreements

None

***XV. Attachments***

***L.***      Forms

See Appendix D at the end of this EOP

## **ESF 13 - PUBLIC SAFETY AND LAW ENFORCEMENT**

**Lead Agency:**              Police Department

**Support Agencies:**    EMD  
                                 Road Agent  
                                 Fire Department  
                                 EMS

### ***XVI.    Introduction***

#### **A.      Purpose**

To provide for a coordinated emergency response for public safety and law enforcement.

#### **B.      Scope**

The scope of this ESF shall include police actions to minimize the adverse impact upon a disaster area. The aid may include manpower, equipment and/or technical expertise; and in cooperation with local authorities, designed to assure the continuity of law enforcement.

### ***XVII.    Situation and Planning Assumptions***

#### **C.      Situation**

The Police Department has 2 full-time members. The Police Chief serves full-time and is the operational and administrative head of the department. It is as well-equipped as any community of comparable size.

The Police Department has Standard Operating Procedures (SOPs) for normal operations in all areas of law enforcement and it may give mutual aid assistance to neighboring communities or receive assistance from those communities, the County Sheriff's Department and/or New Hampshire State Police. The Police Station has emergency power.

However, in a major emergency, the Police Department would need additional personnel and equipment to perform its assigned tasks. If mutual aid assistance is unavailable or severely limited due to the nature and size of the emergency, then expedient alternatives need to be developed.

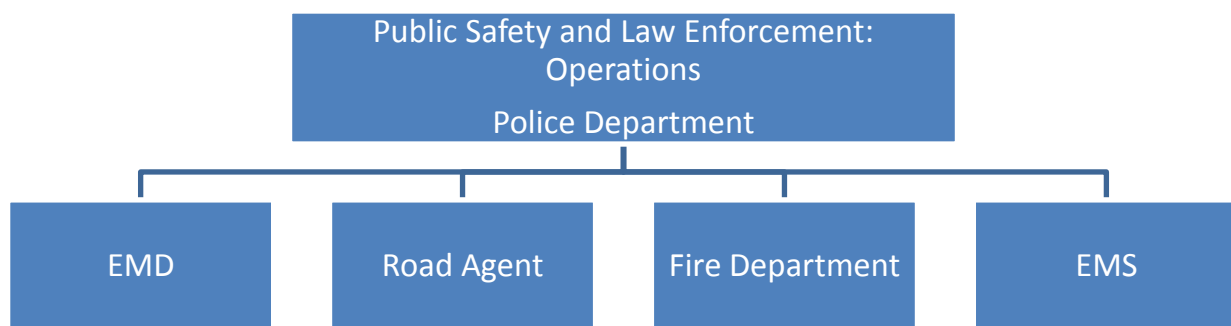
### ***XVIII.     Concept of Operations***

#### ***D.     General***

Public Safety and Law enforcement will be initiated at the lowest operational level by the Police Department.

#### ***E.     Organization***

The functional organization structure of this ESF is shown in Figure 13-1



***Figure 13-1***

#### ***F.     Notification and Activation***

Under normal conditions, the Police Department will function under regular department standard operating procedures/guidelines.

Upon notification of an impending emergency, the Police Chief or his designee may authorize the following functions:

- Begin call-up of off-duty police personnel
- Recruit additional personnel if needed
- Notify the Emergency Management Director of the state of readiness and request outside assistance, if necessary
- Report to the EOC when directed by the Emergency Management Director
- Disburse personnel and equipment to strategic locations or in concert with EOC decisions.
- Assist the Fire Department in emergency public warning procedures as outlined in Communications & Alerting.
- Coordinate the establishing and manning of traffic control points with the Cheshire County Sheriff's Department, State Police and Special Operations Unit, and Mutual Aid Departments.
- Provide 24-hour protection for all evacuated properties as determined by safety standards, as personnel are available
- Maintain this ESF in an up-to-date condition.

#### **G.      Emergency Response Actions**

Immediate actions upon activation include but are not limited to:

- Establishing necessary communications with field operations.
- Assessing of overall law enforcement needs and response capabilities.
- Managing and coordinating the town's law enforcement requirements in support of the incident/emergency.
- Providing additional support capabilities, as required.



***H.***      Recovery Actions

Recovery efforts will require the coordination of security in the affected area(s), traffic and control point(s) implementation, aircraft transportation, and mobilization and demobilization of resources, manpower and equipment.

***I.***      Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD and as recommended by Public Safety and Law Enforcement. The EMD should schedule an after action meeting.

Deactivation of this ESF would occur when the following conditions are met:

- a. Public Safety and Law Enforcement needs return to being fully met by the affected primary jurisdictions.
- b. Activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction with concurrence of Public Safety and Law Enforcement.

***XIX.*** *Roles and Responsibilities*

**The Police Department will:**

- ☐ Provide necessary law enforcement services
- ☐ Provide emergency crowd and traffic control
- ☐ Provide security in damaged and/or evacuated areas
- ☐ Assist in public warning and alerting procedures
- ☐ Assign personnel and equipment to the appropriate host area to augment law enforcement capabilities
- ☐ Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles
- ☐ Perform such other emergency functions for the safety of people and the protection of property as deemed necessary by the EMD, through the Police Chief

**The Emergency Management Director will:**

- ☐ Provide operational support and resources, where appropriate, in support of the management of ESF #5 Emergency Management, and ESF #13 Public Safety and Law Enforcement

**The Road Agent will:**

- ☐ Assist in the provision of transportation resources to support area evacuations, as needed

**The Fire Department will:**

- ☐ Provide support in the implementation of ESF #13 Public Safety and Law Enforcement

**The EMS will:**

- ☐ Provide medical services in support of the implementation of ESF #13 Public Safety and Law Enforcement

***XX.    References***

***J.      Standard Operating Procedures/Guides (SOPs/SOGs)***

The Police Department has Standard Operating Procedures located at the Police Department

***K.      Interagency Agreements/Compacts/Mutual Aid Agreements***

The Police Department maintains Mutual Aid Agreements with contiguous communities

***XXI. Attachments***

***L.      Forms***

See Appendix D at the end of this EOP

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## ESF 14 - VOLUNTEERS AND DONATIONS

**Lead Agency:** Emergency Management Director

**Support Agencies:** Select Board  
Police Department  
Fire Department  
School Superintendent  
Welfare Administrator  
Health Office

**Outside Agencies:** Fall Mountain Food Shelf  
Salvation Army

### ***I. Introduction***

#### **A. Purpose**

To provide facilitated delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

#### **B. Scope**

This Emergency Support Function (ESF) provides for the coordination of volunteer efforts and assures expeditious delivery of donated goods. This ESF is composed of agencies with major roles in the coordination of volunteer and donation efforts.

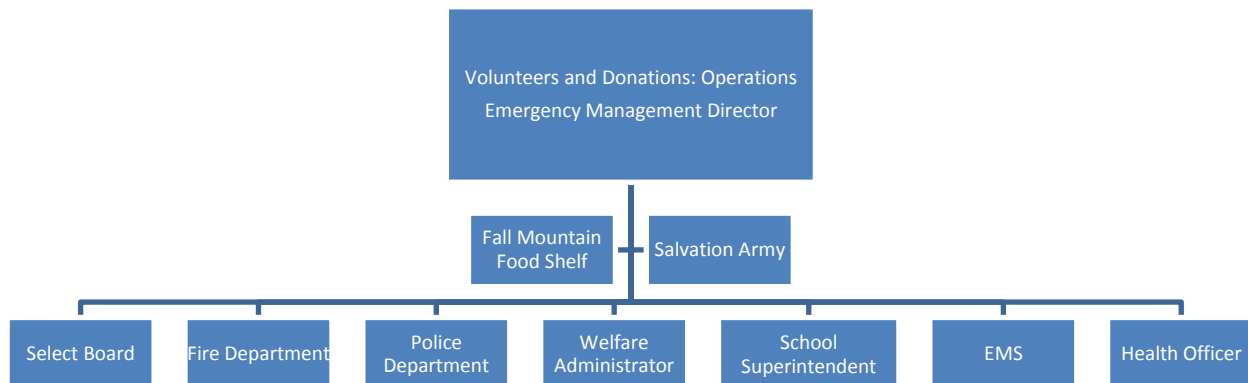
### ***II. Concept of Operations***

#### **A. General**

ESF #14 Volunteers & Donations will manage and coordinate the provision of donated resources to meet the disaster needs. A coordinating group comprised of voluntary organizations and State agencies will be activated to facilitate the provision of volunteers and donations based on assessed needs.

**B.      Organization**

The functional organization structure of this ESF is shown in Figure 14-1



**Figure 14-1**

**C.      Notification and Activation**

- Upon determination by the EMD of an impending or actual incident requiring the use of volunteers or donations, the EMD will request agency representatives to implement Volunteers & Donations from the EOC.
- ESF #14 Volunteers & Donations may be activated at the request of an appropriate representative when an emergency condition exists and requires the support of ESF #14 Volunteers & Donations
- Upon activation the ESF #14 Volunteers & Donations representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

***D.***      Emergency Response Actions

- The lead agency representative will establish operations at the EOC as soon as possible after the notification and activation of ESF #14 Volunteers & Donations.
- The EOC briefs the ESF #14 Volunteers & Donations representative upon arrival, updates support agency staff, and monitors activities.
- Determine volunteers and donation needs and available resources.
- Maintain complete logs of actions taken, reports, volunteer and donation resource needs, and capabilities.

***E.***      Recovery Actions

- Once recovery efforts have been initiated, this ESF will assist, coordinate and facilitate volunteer and donation needs. Those requirements would include but are not limited to personnel and donated items.
- Coordination with ESF #7 Resource Support may also be necessary to establish warehousing and other requirements.
- Coordination with ESF #13 Public Safety and Law Enforcement may also be needed to provide for security and safety requirements.
- In coordination with other ESFs, to help meet unmet needs resulting from the disaster.

***F.***      Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions. Full deactivation of Volunteers & Donations would occur at the termination of its operations. The EMD should schedule an after action meeting.

### ***III.    Roles and Responsibilities***

**The EMD will:**

- ☐ Notify all ESF #14 Volunteers & Donations supporting agencies upon activation
- ☐ Coordinate with ESF #15 Public Information for the dissemination of information regarding disaster needs to the public
- ☐ Coordinate with ESF #1 Transportation for the following:
  1. Provision of additional transportation resources in support of ESF #14 Volunteers & Donations operations
  2. Identification or creation of alternate access routes to affected areas, as needed
- ☐ Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and Emergency ESF #5 Management
- ☐ Provide liaison between local, state and federal government
- ☐ Assist Fire and Police in coordination of donations
- ☐ Organize recruitment of volunteers
- ☐ Collect and maintain the following ESF status information and coordinate with ESF #5 Emergency Management to ensure inclusion into the Situation Report (SITREP):
  1. Number of Volunteers, Registered, Referred, and/or Deployed
  2. Type, Value, and Amount of Goods and Services Donated
  3. Staffing and resource shortfalls
  4. Major ESF-14 issues/activities
  5. Unmet needs of disaster victims

**The Welfare Administrator will:**

- ☐ Coordinate with the ARC, Fall Mountain Food Shelf, and the Salvation Army on the provision and operation of a Donated Goods and Volunteer Services Call Center

**The Select Board will:**

- ☐ Coordinate with Town Attorney on matters of legality and fraud in acceptance of donated goods and services
- ☐ Assist implementation of ESF #14 Volunteers & Donations as

needed

**The Police Department will:**

- ☐ Provide security as required
- ☐ Assist in the recruitment of volunteers and collection of donations

**The Fire Department will:**

- ☐ Assist in the recruitment of volunteers and collection of donations
- ☐

**The EMS will:**

- ☐ Assist Identify prospective staging areas and warehouses available for lease before an event occurs
- ☐ Establish and maintain a system for credentialing of volunteers
- ☐ Verify the credentials of medical, public health and mental health professionals who have volunteered
- ☐ Coordinate with ESF #6 Mass Care, Housing, and Human Services and the Health Officer to ensure the safety and sanitation of donated food items. This involves, if necessary, the recall and embargo of tainted or unsanitary food items

**The School Superintendent will:**

- ☐ Assist in the recruitment of volunteers and collection of donations

**The Health Officer will:**

- ☐ Coordinate with ESF #6 Mass Care, Housing, and Human Services and EMS to ensure the safety and sanitation of donated food items. This involves, if necessary, the recall and embargo of tainted or unsanitary food items

***IV.    References***

- a. Standard Operating Procedures/Guides (SOPs/SOGs)

None

- b. Interagency Agreements/Compacts/Mutual Aid Agreements

None

***V.    Attachments***

- a. Forms

See Appendix D at the end of this EOP



## **ESF 15 - PUBLIC INFORMATION**

**Lead Agency:** Select Board

**Support Agencies:** Emergency Management Director  
Police Department  
Fire Department  
Road Agent  
School Superintendent/Principal

### ***I.     Introduction***

#### **A.     Purpose**

The purpose of this Emergency Support Function (ESF) is to establish uniform policies for the effective development, coordination and dissemination of information to the public in the event of a disaster. The ESF also describes the means, organization and process by which a jurisdiction provides timely, accurate and useful information and instructions to area residents throughout an emergency.

#### **B.     Scope**

Emergency public information actions before, during and following any emergency will be determined by the severity of the emergency as declared by involved jurisdictions, state agencies, or as perceived by the public. A significant emergency public information response will involve many state, municipal and private sector agencies. This ESF identifies those agencies and their responsibilities.

## ***II. Situation and Planning Assumptions***

### **A. Situation**

#### **Emergency/Disaster Conditions and Hazards:**

- An emergency or disaster may cause extensive damage to life and property. Communications and transportation access will likely be disrupted or destroyed. Preservation of life and property may hinge on instructions and directions given by authorized officials.
- Accurate and expedited dissemination of information is critical, particularly when a terrorist incident has occurred. In the event of a terrorist attack, the public and the media must be provided with accurate and timely information on emergency operations. Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public. Initial interaction with the media is likely to be implemented by an information officer, as directed by the Incident Commander (IC) in the field.
- A terrorist attack would quickly result in Federal agencies, particularly the Federal Bureau of Investigation (FBI), assuming command of the incident. To facilitate the release of information, the FBI may elect to establish a Joint Information Center (JIC) composed of representatives from Federal, State and local authorities for the purpose of managing the dissemination of information to the public, media and businesses potentially affected by the incident. An act of terrorism may cause widespread panic, and ongoing communication of accurate and up-to-date information will help calm fears and limit collateral effects of the attack.

#### **Means of Dissemination:**

The following is a list of the means available to the town for transmitting and disseminating emergency public information messages:

- Emergency Alert System (EAS)
- NH Reverse 911 System
- Television
- Radio
- Cable TV not participating in EAS
- Newspaper

- Specially printed materials
- TDD/TTY
- Rumor Control/Citizen Information Center
- Hot Lines
- In addition to these resources, back-up means can also be utilized including a vehicle-mounted public address system, and door-to-door notifications.
- Internet/Town Website
- Social Media

## **Audience**

The target audience for emergency public information messages consists of people directly affected by the emergency. First priority should be given to providing information needed immediately for the protection of life and property, such as evacuation routes and sources of emergency assistance. But more general information regarding what is going on and what is being done to remedy the situation also needs to be provided to the public via the news media. Major disasters and terrorist events are automatically major news stories and arrangements must be made to accommodate extensive media coverage.

### ***B.*** Planning Assumptions

The citizens of Alstead will require and respond to timely and factual information and instructions during all phases of an emergency situation – pre-crisis, crisis and post crisis released by official sources. Detailed and factual information and instructions that are well presented can reduce the incidence of panic among the threatened population.

Because of the complexities in the different types of disaster, most emergency information and instructions to the public must be prepared and released at the time of occurrence. To avoid confusing and misleading statements, there should be a single media contact person. Also a method of handling rumors should be established to avoid misinformation being spread.

## ***III.*** Concept of Operations

### ***A.*** General

This section of the ESF provides general information on how emergency public information is to be disseminated to the public.

## **B. Information and Support Structure**

Authorized local officials can activate the local EAS for those emergencies that are local in scope. However, the Governor and the NH Division of Homeland Security and Emergency Management will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS).

### **State Information Support Structure:**

The Department of Safety – Division of Homeland Security and Emergency Management (NH HSEM), Public Information Officer (PIO) will coordinate the management of the State's emergency public information response through all phases of disaster.

State emergency public information will be coordinated through the State's Emergency Operations Center (EOC). If a JIC is established, State-level emergency public information also will be provided to the media and the public through that facility. The State will assist with locating and managing the operation of such a center.

State agencies with specific ESFs or other response roles, for example, in a chemical or radiological emergency, will provide staff support for the State's emergency public information efforts.

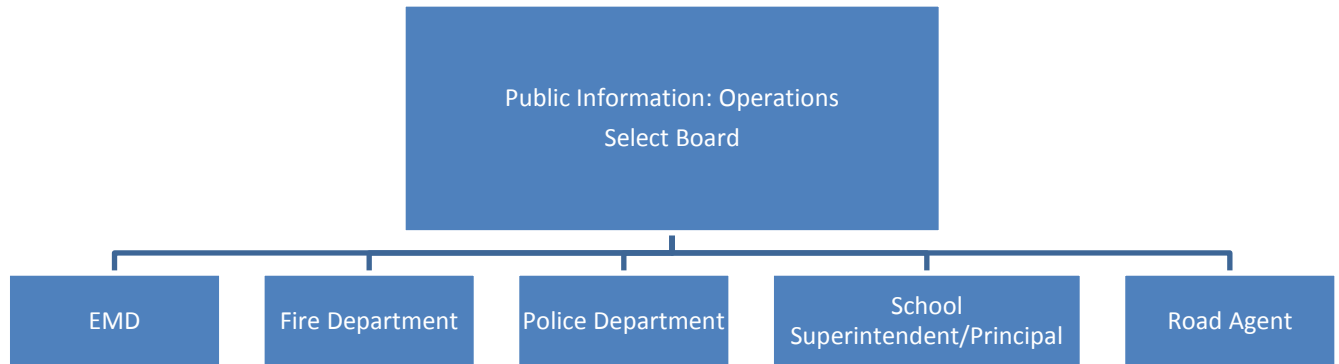
### **Federal Information Support Structure:**

The State will coordinate with Federal agencies to provide federal-level information to the public following a natural or technological emergency or disaster, as deemed necessary.

The Federal government will assist with locating and managing the operations of a JIC, if requested.

### **C.** Organization

The functional organization structure of this ESF is shown in Figure 15-1



**Figure 15-1**

### **D.** Notification and Activation



- In response to an event that would require the activation of the local EOC, the EMD would initiate notification. During off-duty hours, to include weekends and holidays, the notification would normally be initiated by the Alstead Police Department.
- ESF-15 may be activated at the request of an appropriate agency when an emergency condition exists and requires the support of ESF #15 Public Information.
- Upon activation the ESF #15 Public Information representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

#### ***IV. Roles and Responsibilities***

##### **The Select Board will:**

- ☐ Act as the primary contact person for the media unless they designate someone else to disseminate emergency information and instructions to the public
- ☐ Authorize the activation of the local area EAS and other warning systems
- ☐ Prepare news releases

##### **The EMD will:**

- ☐ Gather and analyze all public information and instructions and provide to the Select Board
- ☐ Provide information to the Select Board for news releases
- ☐ Arrange regular media briefings
- ☐ Establish an emergency media center, if necessary
- ☐ Establish a rumor control system to collect and respond to erroneous information
- ☐ Be available to assist the Select Board with the dissemination of information to the public as a PIO

##### **The Fire Department will:**

- ☐ Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the Select Board
- ☐ Provide departmental public information and public education support, as requested, to the State EOC Public Information Officer during an emergency or disaster

##### **The Police Department will:**

- ☐ Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the Select Board
- ☐ Provide departmental public information and public education support, as requested, to the State EOC Public Information Officer during an emergency or disaster

**The Road Agent will:**

- ☐ Provide information to the EMD on status of emergency
- ☐ Assist in setting up the press staging area, if personnel are available

**The School Superintendent/Principal will:**

- ☐ Provide departmental public information and public education support, as requested, to the EMD during an emergency or disaster

***V.     References***

***A.     Standard Operating Procedures/Guides (SOPs/SOGs)***

None

***B.     Interagency Agreements/Compacts/Mutual Aid Agreements***

None

***VI.    Attachments***

***A.     Forms***

See Appendix D at the end of this EOP

## **Terrorism Annex**



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***Co-Lead Agencies:*** Alstead Police Department

Alstead Fire Department

***Support Agencies:*** Select Board

Road Agent

Emergency Management Director

Health Officer

EMS

School Superintendent/Principal

## ***I. INTRODUCTION***

### **A. PURPOSE**

1. This Terrorism Annex is to ensure that the Alstead Emergency Operations Plan (EOP) is adequate to respond to threats of and acts of terrorism within the Town. This document:

Defines response and recovery actions.

- Generally describes operational procedures.
- Defines Emergency Support Functions.
- The Town of Alstead will use established response and recovery policies, plans and procedures/guides for both initial and continuing response and recovery actions at the local, State and Federal levels.

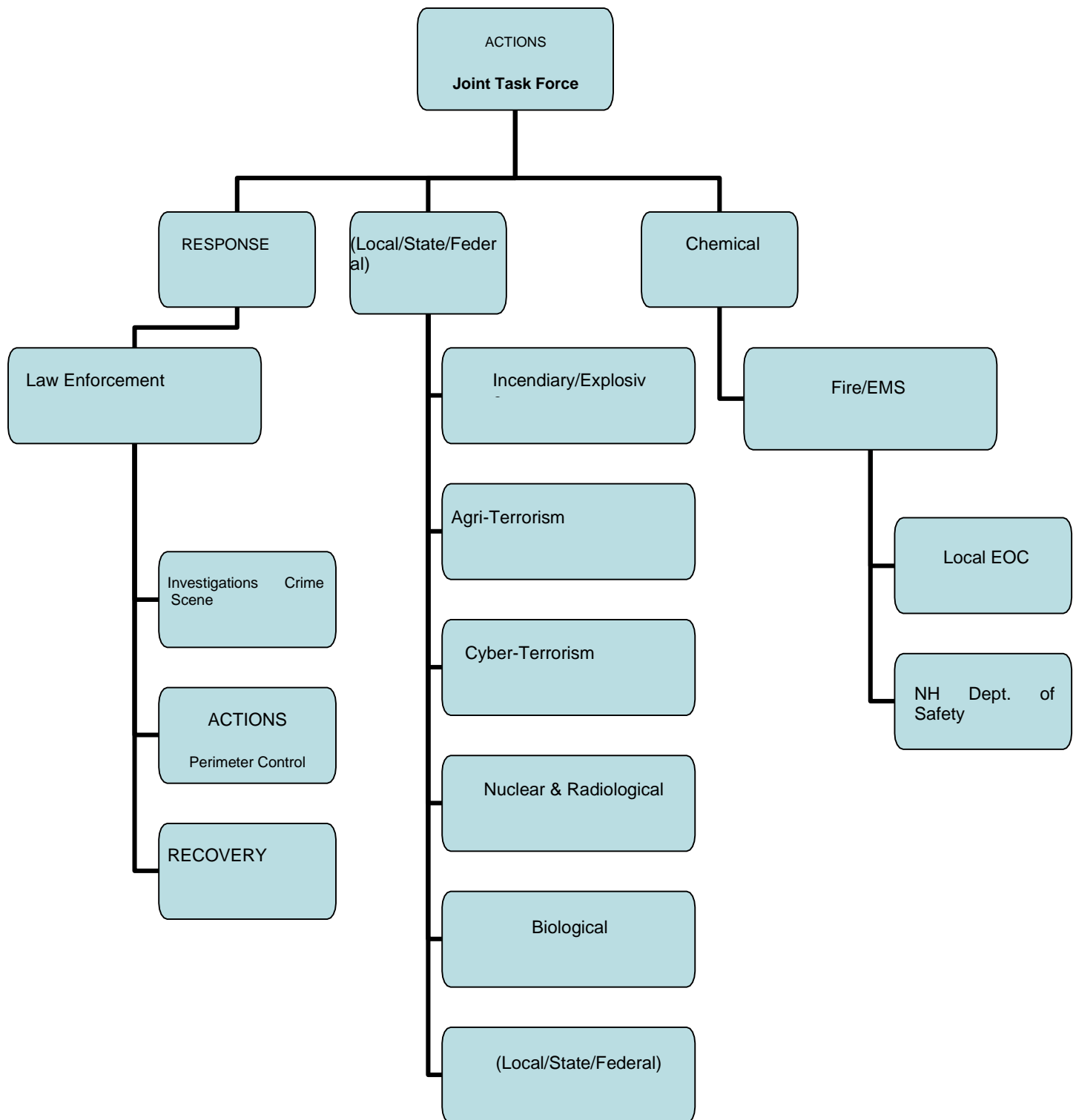
### **B. SCOPE**

- This document applies to all threats or acts of terrorism that require response and recovery actions under the EOP.

It provides coordination between response and recovery agencies and will provide the necessary resources under the EOP. In order to properly address and manage all phases of a terrorist incident, the response and recovery efforts are its two components.

### **C. STRUCTURE**

- The Terrorism Annex to the EOP is a compendium on the management of terrorist incidents. It focuses on the management of the event as well as linkage to the response and recovery actions to terrorist incident(s).
- **Response actions** includes measures to identify, acquire and plan the use of resources needed to anticipate, prevent and/or resolve a threat or act of terrorism.
- The laws of the United States assign primary authority to the Federal Government to prevent and respond to acts of terrorism; State and local governments provide assistance, as required.
- Response actions are predominantly law enforcement oriented and address both initial and continuing actions associated with the terrorist event.
- **Recovery actions** include measures to protect public health and safety, restore essential government services and provide emergency relief to governments, businesses and individuals affected by the terrorism event.
- The laws of the United States assign primary authority to the States to respond both initially and on a continuing basis to the recovery requirements of terrorism; the Federal Government provides assistance as required.
- Recovery actions can and often do, operate concurrently with Response Actions. **Figure 1** illustrates the relationships between the two components and is based on a unified command or management organizational structure.



**Figure 1 - The relationships between response and recovery action management**

## **II. TERRORISM HAZARDS**

### **A. HAZARD ANALYSIS AND ASSESSMENT**

- An act of terrorism, particularly an act directed against a large population area within the Town of Alstead involving CBRNE/WMD, Cyber- and/or Agro-terrorism, may produce major impacts that will overwhelm the capabilities of the Town and State agencies almost immediately. Major impacts involving CBRNE/WMD, Cyber- and/or Agro-terrorism may overwhelm existing Federal capabilities as well.
- The target and intended consequences (loss of life, injury, property destruction/damage, disruption of services) will heavily influence the means (e.g. gun, fire, explosive, chemical or biological agents, etc.) chosen to carry out a terrorist act. To cause serious impact that overwhelms a local jurisdiction's capability and requires State and Federal assistance, it is likely that the terrorist(s) will use a weapon of mass destruction (WMD).
- A summary of Alstead's Hazard Analysis and Assessment can be found in the Administrative Element of the Basic Plan (Appendix D).

### **B. SITUATION**

**TERRORISM INVOLVES THE USE OR THREATENED USE OF CRIMINAL VIOLENCE AGAINST PEOPLE, INSTITUTIONS, LIVESTOCK, FOOD SOURCES, OR FACILITIES TO ACHIEVE A POLITICAL OR SOCIAL OBJECTIVE THROUGH FEAR AND INTIMIDATION, RATHER THAN DIRECT CONFRONTATION. UNLIKE A DISASTER CAUSED BY NATURE OR AN ACCIDENT INVOLVING HAZARDOUS MATERIALS, IT REQUIRES THE DELIBERATE AND PREMEDITATED ACTION OF A PERSON OR GROUP TO OCCUR.**

**WEAPONS OF MASS DESTRUCTION (WMD) – WEAPONS OF MASS DESTRUCTION ARE DEFINED AS ANY WEAPON THAT IS DESIGNED OR INTENDED TO CAUSE DEATH OR SERIOUS BODILY INJURY THROUGH THE RELEASE, DISSEMINATION, OR IMPACT OF TOXIC OR POISONOUS CHEMICALS; DISEASE ORGANISMS; RADIATION OR RADIOACTIVITY; OR EXPLOSION OR FIRE. AT LEAST TWO IMPORTANT CONSIDERATIONS DISTINGUISH THESE HAZARDS FROM OTHER TYPES OF TERRORIST TOOLS. FIRST, IN THE CASE OF CHEMICAL, BIOLOGICAL AND RADIOACTIVE AGENTS, THEIR PRESENCE MAY NOT BE IMMEDIATELY OBVIOUS, MAKING IT DIFFICULT TO DETERMINE WHEN AND WHERE THEY HAVE BEEN RELEASED, WHO HAS BEEN EXPOSED, AND WHAT DANGER IS PRESENT FOR FIRST**

RESPONDERS AND MEDICAL TECHNICIANS. SECOND, ALTHOUGH THERE IS A SIZABLE BODY OF RESEARCH ON BATTLEFIELD EXPOSURES TO **WMD** AGENTS, THERE IS LIMITED SCIENTIFIC UNDERSTANDING OF HOW THESE AGENTS AFFECT CIVILIAN POPULATIONS. THEY ARE DESCRIBED IN LAW AS:

- **Incendiary/Explosives** – The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments and special events, also can cause explosions and fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.
- **Combined Hazards** – WMD agents can be combined to achieve a synergistic effect – greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.
- **Biological** – Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent) and

detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health officials. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in **Table 1**.

<b>Stated Threat to Release a Biological Agent</b>
<b>Unusual Occurrence of Dead or Dying Animals</b>
<b>Unusual Casualties</b> <ul style="list-style-type: none"><li>• Unusual illness for region/area</li><li>• Definite pattern inconsistent with natural disease</li></ul>
<b>Unusual Liquid, Spray, Vapor, or Powder</b> <ul style="list-style-type: none"><li>• Spraying; suspicious devices, packages, or letters</li></ul>

**Table 1. General Indicators of Possible Biological Agent Use**

- 
- **Chemical** – Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g.,



munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in **Table 2**.

- Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

<b>Stated Threat to Release a Chemical Agent</b>
<b>Unusual Occurrence of Dead or Dying Animals</b> For example, lack of insects, dead birds
<b>Complaint of Product Tempering</b> <ul style="list-style-type: none"> <li>• Unexplained/Unusual odor</li> <li>• Unusual taste</li> </ul>
<b>Unexplained Casualties</b> <ul style="list-style-type: none"> <li>• Multiple victims</li> <li>• Surge of similar 911 calls</li> <li>• Serious illnesses</li> <li>• Nausea, disorientation, difficulty breathing, or convulsions</li> <li>• Definite casualty patterns</li> </ul>
<b>Unusual Liquid, Spray, Vapor, or Powder</b> <ul style="list-style-type: none"> <li>• Droplets, oily film</li> <li>• Unexplained odor</li> <li>• Low-lying clouds/fog unrelated to weather</li> </ul>
<b>Suspicious Devices, Packages, or Letters</b> <ul style="list-style-type: none"> <li>• Unusual metal debris</li> <li>• Abandoned spray devices</li> <li>• Unexplained munitions</li> </ul>

**Table 2. General Indicators of Possible Chemical Agent Use**

**Nuclear and radiological** – The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. **Table 3** lists some indicators of a radiological release.

Stated Threat to Deploy a Nuclear or Radiological Device
<b>Presence of Nuclear or Radiological Equipment</b> <ul style="list-style-type: none"><li>Spent fuel canisters or nuclear transport vehicles</li></ul>
<b>Radiological Sickness Symptoms</b> <ul style="list-style-type: none"><li>Burns, nausea, hair loss</li></ul>
<b>Detonation of a Nuclear Device</b>
<b>Nuclear Placards/Warning Materials Along with Otherwise</b>
<b>Unexplained Casualties</b>

***Table 3: General Indicators of Possible Nuclear Weapon/Radiological Agent Use***

The scenarios constituting an intentional nuclear/radiological emergency include the following:

- Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.
- Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.

- Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.
  
- **Cyber-terrorism** – Cyber-terrorism involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures in order to intimidate or coerce a government or civilian population to further political or social objectives (FBI NIPC, Congressional testimony, August 29, 2001). As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks and other forms of attack rather than addressing issues related to contingency and consequence management planning.

<b>Stated Threat of a Cyber-terrorism Attack</b>
<b>Detection of a Computer Virus by a Software Program</b>
<b>Unexplained Malfunctioning of a Computer Control System That Could Result in Injury or Death</b> <ul style="list-style-type: none"><li><input type="checkbox"/> 9-1-1 System</li><li><input type="checkbox"/> Streetlights</li><li><input type="checkbox"/> Air Traffic Control System</li></ul>
<b>Collapse of Infrastructure Computer System</b> <ul style="list-style-type: none"><li>• Electric Power Grid</li><li>• Nuclear Power Plant</li><li>• Water Treatment Plant</li></ul>
<b>Collapse of Vital Computer Databases</b>

***Table 4: General Indicators of Possible Cyber-terrorism Attack***

**Agro-terrorism** – Any terrorist act using biological agents, achieved by poisoning the food or water supplies or by introducing diseases among livestock. This can involve the use of chemical or biological agents.

Stated Threat to Release a Chemical/Biological Agent into the Agriculture Industry				
Unusual Liquid, Spray, Vapor or Powder				
Unexplained	Presence	of	Dead	or Dying
Animals, Birds and/or Insects				
Presence of Abandoned Spray Devices				

***Table 5: General Indicators of Possible Cyber-terrorism Attack***

**OTHER TERRORISM HAZARDS** – ALTHOUGH IT IS NOT REALISTICALLY POSSIBLE TO PLAN FOR AND PREVENT EVERY CONCEIVABLE TYPE OF TERRORIST ATTACK, IT IS ANTICIPATED THAT FUTURE TERRORISM ATTEMPTS COULD RANGE FROM SIMPLE, ISOLATED ATTACKS TO COMPLEX, SOPHISTICATED, HIGHLY COORDINATED ACTS OF DESTRUCTION USING MULTIPLE AGENTS AIMED AT ONE OR MULTIPLE TARGETS. THEREFORE, THE PLANS DEVELOPED FOR TERRORIST INCIDENTS MUST BE BROAD IN SCOPE YET FLEXIBLE ENOUGH TO DEAL WITH THE UNEXPECTED. THESE CONSIDERATIONS ARE PARTICULARLY IMPORTANT IN PLANNING TO HANDLE THE CONSEQUENCES OF ATTACKS USING LOW-TECH DEVICES AND DELIVERY, ASSAULTS ON PUBLIC INFRASTRUCTURE AND CYBER TERRORISM. IN THESE CASES, THE TRAINING AND EXPERIENCE OF THE RESPONDERS MAY BE MORE IMPORTANT THAN DETAILED PROCEDURES.

- **Low-Tech Devices and Delivery** – Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried.

Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need to consider the level of security presently employed on ships, trains and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.

- **Infrastructure Attacks** – Potential attacks on elements of the nation's infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.
- Infrastructure protection often is more focused on security, deterrence and law enforcement than on emergency preparedness and response. The State of New Hampshire's departments and agencies must develop contingency plans in the event critical infrastructures are brought down as the result of a terrorist incident.
- Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office (CIAO) and outlined steps to be taken to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.
- 

### **III. SITUATION AND PLANNING ASSUMPTIONS**

#### **A. SITUATION**

Until such time as an incident is determined to be an act of terrorism, response operations will be implemented under the Alstead EOP and its ESF components.

When directed, the Police and Fire Department will coordinate with the support agencies to identify potential requirements and, with the Emergency Management Director, to implement increased readiness operations.

#### **B. PLANNING ASSUMPTIONS**

- No single agency at the local, State, Federal or private level possesses the authority and the expertise to act unilaterally on many difficult issues that may arise in response to threats or acts of terrorism, particularly if CBRNE/WMD, Cyber- and/or Agro-terrorism are involved.

- Local, State and Federal responders may define working perimeters that may overlap to some degree. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which may impede the overall response if adequate coordination is not established.
- If protective capabilities are not available, responders cannot be required to put their own lives at risk in order to enter a perimeter contaminated with CBRNE material. It is possible that the perimeter will be closed until the CBRNE agent is identified or the effects of the CBRNE material have degraded to levels that are safe for responders.
- Although this annex takes into consideration the most probable scenarios relating to the primary categories of terrorism incidents, no assumptions should be made to the annex being all inclusive of every conceivable situation that a terrorism incident could create. Emergency responders will assess the situation and determine the best course of action based upon their training and prescribed policies, plans and procedures.

## **IV. CONCEPT OF OPERATIONS**

### **A. GENERAL**

Response and Recovery actions to terrorist events will be conducted in accordance with established policies, plans, procedures, and guides.

The Police and Fire Departments will maintain the Town's lead responsibility for response management to threats or acts of terrorism.

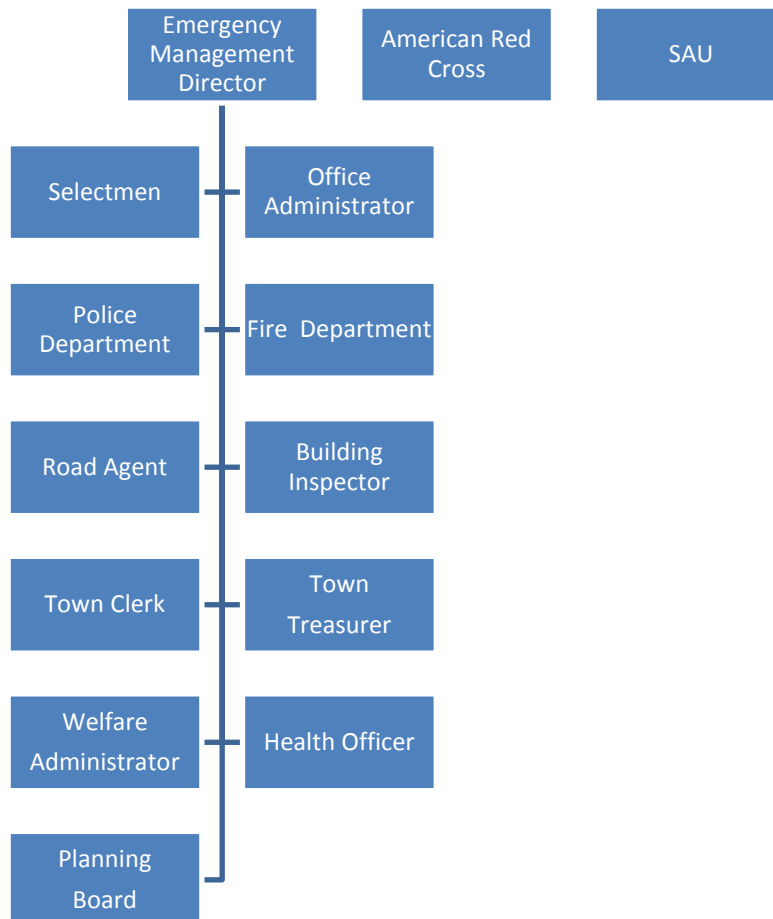
The Police and Fire Departments have shared responsibility for all recovery actions.

The Alstead EOP - Terrorism Annex provides a graduated flexible response and recovery actions to the full range of incidents.

An act of terrorism exceeding the local capability to resolve automatically goes to the state level for assistance.

## **B. ORGANIZATION**

**Functional Organization – Figure 2, EOC Organization Chart**, details the overall response structure of the EOC involving the threat of or actual occurrence of a terrorist incident in the Town of Alstead. Direction and control remains the responsibility of the Police and Fire Departments with implementation and coordination conducted by the EMD.



**Figure 2 – EOC Organization Chart**

### ***Interagency Coordination***

Under the Basic Plan of the Alstead EOP, the EMD is responsible to ensure that emergency response tasks/activities are coordinated among all the ESFs/response agencies and across all levels of government, as appropriate.

### ***Specialized Teams/Units***

- **LIST Special Operations Unit:** A regional Police unit whose skills and resources could be used to mitigate and respond to the effects of a terrorist incident in the region.
- **National Guard Specialty Units:** In the event federal resources were



available, the National Guard has specialty units available for terrorist events.

- **LIST ANY Hazardous Materials Team:** A regional hazardous material team whose skills and resources could be used to mitigate the effects of a terrorist incident in the region.

1. ***Operational Facilities/Sites***

- **FBI – Joint Operations Center (JOC)** – A centralized operations center established by the FBI Field Office/Resident Agent during terrorism- related incidents to provide a single point of direction, control and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.
- The location of the JOC will be based upon the location of the incident and current threat specific information.
- **Joint Information Center (JIC)** - A combined public information center that serves two or more levels of government or Federal, State and local agencies. During a terrorist incident, the FBI will establish and maintain this facility.

a. **Alstead EOC located at the Police Station**

C. **WARNING**

- Every incident is different. There may or may not be warning of a potential WMD incident. Factors involved range from intelligence gathered from various law enforcement or intelligence agency sources to an actual notification from the terrorist organization or individual.
- The warning or notification of a potential WMD terrorist incident could come from many sources; therefore, open but secure communication among local, State and Federal law enforcement agencies and emergency response officials is essential.
- The Alstead Police and Fire Departments and the EMD will be notified of any suspected terrorist threats or incidents in the Town of Alstead.
-

- The FBI will notify State and local law enforcement officials regarding potential terrorist threats.

#### **D. NOTIFICATION AND ACTIVATION**

- Upon receiving information from the FBI of a potential terrorist threat, the NH State Police/Office of the Attorney General, based on the advice of the FBI, will notify the Homeland Security Advisor and the appropriate State and local agencies as the situation warrants.
- The EMD will partially/fully activate the local EOC, based upon specific threat information received. The decision to partially/fully activate the EOC will be based on the advice of the Homeland Security Advisor for New Hampshire.
- The State EOC will be fully activated upon the receipt of information that the US Department of Homeland Security (US DHS) has raised the threat level to **RED**. The local EOC will be activated if there is specific information targeting locations in Alstead, NH.
- In the event the threat level is raised to Orange, the State EOC would be activated upon receipt of threat-specific information (e.g., governmental facilities are being targeted).
- Based upon the information received, the local EMD will determine the operational level of the local EOC and notify the Primary and/or Co-primary Agencies for each of the ESFs, as appropriate.
- The Lead and/or Co-Lead Agencies are then responsible for notifying the respective Support Agencies, as required and outlined in the Alert and Notification SOG for the ESF.

#### **E. COMMUNICATIONS**

- ESF-2, Communications and Alerting is tasked with the responsibility to establish and maintain a secure communications capability for the Town, which includes voice, data, video, and fax.

- Under the Alstead EOP ESF-2, Communications and Alerting will coordinate measures to ensure communications interoperability among the response agencies.

## **F. PLAN IMPLEMENTATION**

### ***Response Actions***

- Local Lead Agency assignment for Response Actions is the Police and Fire Departments for general threats or acts of terrorism within the Town of Alstead.
- State Lead Agency assignment for Response Actions is the Department of Justice (DOJ)/Office of the Attorney General (AG) /NH State Police for general threats or acts of terrorism within the State of New Hampshire.
- Response actions specific to certain types of terrorist acts can require a shared lead responsibility with additional agencies, which have the skills and resources that can assist in defining, responding to, and managing the event. Such shared responsibilities would be:
  - Biological, Nuclear, Radiological, and food and product tampering terrorist acts the shared lead is with Department of Health and Human Services (DHHS).
  - Chemical, Incendiary and Explosive terrorist acts shared lead is the Department of Safety – Fire Marshal’s Office.
  - Agro-terrorist acts shared lead is the Department of Agriculture, Markets and Food.
  - Cyber-Terrorism shared lead is the Department of Administrative Services, Division of Information Management.

**Federal Actions:**

- Upon determining that a terrorist incident is credible, the FBI Special Agent in Charge (SAC), through the FBI Headquarters, will initiate liaison with other Federal agencies to activate their operations centers. The responsible FEMA region(s) may activate a Regional Operations Center (ROC) and deploy a representative(s) to the affected State(s). When the responsible FEMA region(s) activates a ROC, the region(s) will notify the responsible FBI Field Office(s) to request a liaison. If the FBI activates the Strategic Information and Operations Center (SIOC) at FBI Headquarters, then other Federal agencies, including FEMA, will deploy a representative(s) to the SIOC, as required. Once the FBI has determined the need to activate a Joint Operations Center (JOC) to support the incident site, Federal, State, and local agencies may be requested by FEMA to support the Consequence Management Group located at the JOC.

***Recovery Actions***

- The Alstead Police and Fire Departments shall ensure that the Alstead EOP is adequate to recover from the consequences of terrorism.
- The Alstead Police and Fire Departments, with the support of all agencies in the Alstead EOP, shall act in support of the response team, until such time as the Department of Justice/Attorney General/NH State Police shall transfer the Lead Agency role to NH HSEM.

**G. INCIDENT PHASES****1. *Pre-Incident***

- A credible or significant threat may be presented in verbal, written, intelligence- based or other form.
- In response to a credible or significant threat involving CBRNE/WMD/Cyber- or Agro-terrorism, the Alstead Police and Fire Departments and the Emergency

Management Director initiates a threat assessment process that involves close coordination with local, State and Federal agencies with technical expertise, in order to determine the viability of the threat from a technical, as well as tactical and behavioral standpoint.

- The Police Department maintains contact listing of law enforcement, State and Federal agencies and provides the initial notification to other State law enforcement authorities, State agencies as well as the FBI of a threat or occurrence of terrorism.

***Trans-Incident (Situations involving a transition from a threat to an act of terrorism)***

- The Police Department will contact local, State and Federal agencies and provide the initial notification to other law enforcement authorities, state agencies as well as the FBI of the confirmed presence of an explosive device, WMD, Cyber- or Agro-terrorism threat, capable of causing a significant destructive event, prior to actual injury or property loss (e.g., a significant threat).
- If an act of terrorism becomes imminent, and causes the Governor to direct NH HSEM to implement the State EOP, then NH HSEM will initiate procedures to activate additional ESFs and a Disaster Field Office (DFO) if necessary). Coordination will be conducted from the designated State facility.
- As the situation warrants, the EMD will coordinate with the Selectmen or his/her designee regarding the need to activate the Town's Continuity of Operations (COOP) and/or Continuity of Government (COG) plans, as appropriate.

***Post-Incident***

- 
- An incident is defined as follows:
- The detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning that results in limited injury or death (e.g., limited

consequences / State and local response and recovery).

- Or the detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in substantial injury or death (e.g., major consequences / Federal response).
- 
- Once an incident has occurred, the Alstead Police and/or Fire Department will provide a Liaison to the local EOC and/or the FBI JOC, as needed.
- The NH State Police will contact local, State, and Federal agencies of the detonation of an explosive device, using a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event.
- It is feasible to have recovery operations begin while response operations are continuing. The EMD will coordinate with the appropriate local, State, and Federal agencies in determining when recovery operations will commence. Recovery operations include, but are not limited to, the following activities/functions:
  1. Site Decontamination
  2. Site Demolition or Restoration
  3. Memorial Services
  4. Victim Compensation and Disaster Assistance
  5. Temporary Housing Assistance
  6. Long-term Medical Monitoring and Surveillance
- 
- The Alstead Police and/or Fire Department will coordinate with the NH State Police and FBI to determine the appropriate point at which, the scene will transition from the response and search and rescue phase to a criminal investigation phase.
- The Alstead Police Department, in coordination with the NH State Police will coordinate with DOJ to initiate victim assistance programs, as appropriate.

***Deactivation***

- If an act of terrorism does not occur, the responding elements will deactivate when the Alstead Police and/or Fire Department, in consultation with the NH State Police and the Governor, issues a cancellation notification to the appropriate ESF agencies.
- If an act of terrorism does not occur, the responding elements will deactivate when the EMD, in consultation with the Police and/or Fire Department, issues a cancellation notification to the appropriate ESF agencies. ESF agencies will coordinate with the EOC Operations Officer and deactivate according to established SOPs/SOGs.
- If an act of terrorism occurs, then each ESF structure deactivates at the appropriate time according to established SOPs/SOGs. Following ESF deactivation, operations by individual State agencies may continue, in order to support the affected local governments with long-term hazard monitoring, environmental decontamination and site restoration (clean-up).

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Alstead, NH	Local	Associated Local	FBI Threat	Associated Federal
Operational Levels	Description	Actions	Levels	Actions
Normal Operations Low Condition (Green).	Consist of the daily operations agencies must carry out, in absence of an emergency situation, to ensure readiness.	Preparedness, planning, training, and exercise activities are being conducted.	Level 4 – Minimal Threat	Received threat does not warrant actions beyond normal liaison notifications or placing assets on higher alert status.
Operation Level 1 Guarded Condition (Blue) Elevated Condition (Yellow)	Monitoring phase triggered by the potential for an event that could threaten life, property, or the environment.	Local agencies and ESFs that would need to take action, as part of their everyday responsibilities will be notified.	Level 3 – Potential Threat	Intelligence indicates potential for terrorist incident, but not deemed credible.
Operation Level 2 High Condition (Orange)	Partial activation of the local EOC. Triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life.	All ESF primary agencies are notified. The EOC is staffed with assigned personnel and the necessary ESFs.	Level 2 – Credible Threat	Confirms involvement of WMD in developing terrorist incident. State and local law enforcement notified. Federal assets pre-deployed as required.
Operation Level 3 Severe Condition (Red)	Full activation of the EOC. Triggered by extremely hazardous conditions that are imminent or occurring. Highest state of alert.	All primary and support agencies under the Alstead EOP are notified. The EOC will be on full activation with 24-hour staffing by assigned personnel and all necessary ESFs.	Level 1 – Weapons of Mass Destruction Incident	Federal resources deployed to augment State and local operations, JOC/JIC activated, EOC fully activated, State liaisons in JOC/JIC as required, Unified Command established.

**Figure3 - Alignment of Operational Levels with FBI Threat Levels**



## **V. ROLES AND RESPONSIBILITIES**

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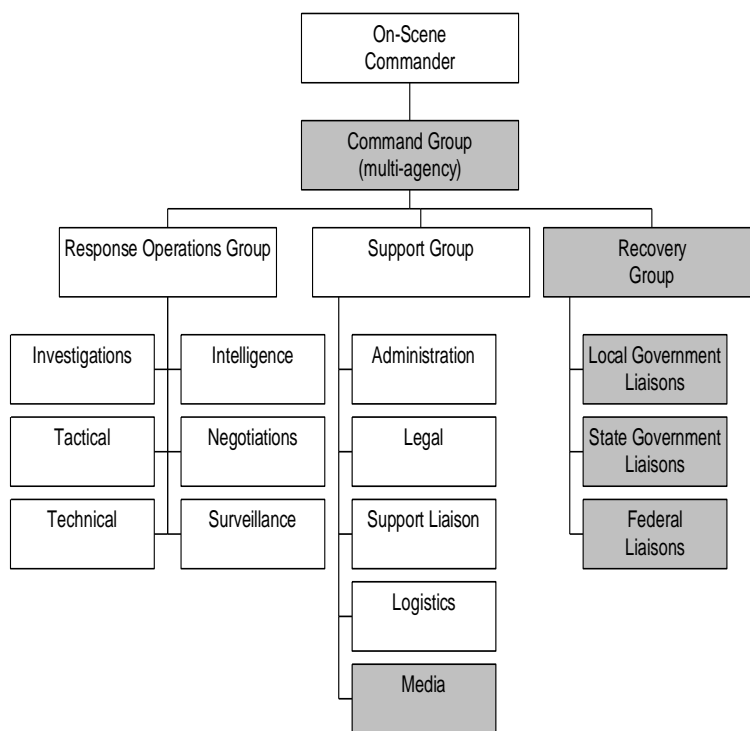
### **A. GENERAL**

- Upon activation of Alstead EOP (either in whole or in part), Town departments designated as a Lead, Co-Lead and/or Support Agency for the ESFs will effectively carry out their missions and assigned roles and responsibilities, as directed/requested.
- 
- All of the ESFs will provide support within the scope of their agencies' statutory authority and assigned mission.
- This section only outlines those ESFs that have roles and responsibilities specific to a response to terrorism incident. These roles and responsibilities are in addition to those outlined in the Basic Plan and ESF-specific components of the Alstead EOP.
- **The Police Department:** is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:
  - Serves as the primary agency for criminal activity, investigations and prosecution.
  - Works closely with NH State Police, DOJ, FBI with respect to terrorist acts.
  - Provides liaison personnel to the local EOC at terrorist incidents.
  - Coordinating the threat assessment.
  - Assisting the NH State Police and FBI with crime scene management.
  - Conduct victim interviews and collect information and/or description of perpetrator.

- Coordinate closely with state law enforcement authorities and other State agencies for law enforcement resolution.
  - Establish and maintain a secure communications capability to include voice, data and fax.
  - Provide security and integrity of the Town's Energy infrastructure.
  - Disseminate threat information with designated ESFs and other local/state departments, as appropriate.
  - 
  - Provide training to emergency response personnel that includes but is not limited to the following:
    - Crime scene preservation.
    - Evidence collection and chain of custody.
    - Victim interviews.
    - Combined epidemiological/criminal investigations.
  - Coordinate with ESF-2, Communications and Alerting regarding tracing/investigating Cyber-terrorist attacks and securing affecting sites.
  - Coordinate with ESF-6, Mass Care and Shelter to provide information about a potential perpetrator of a terrorist incident.
  - Coordinate with ESF-8, Health and Medical Services regarding epidemiological/criminal investigations for bioterrorism, nuclear and radiological terrorism incidents.
  - Coordinate with ESF-11, Agriculture, Natural, and Cultural Resources regarding epidemiological/criminal investigations for incidents involving Agro-Terrorism.
-

- Assume the shared role with Fire Department in the response and recovery of a biological terrorist incident, to include:
    - Disease control and prevention.
    - Epidemiological investigation.
    - Quarantine and isolation.
    - Identification of the biological agent.
    - Secure laboratory services.
    - Dispersal of the Strategic National Stockpile (SNS).
    - Management of immunization clinics.
  - If State or Federal agencies are involved, then the Police Department also coordinates with them. The Police Department is responsible for the incident site and may modify its Command Post to function as a Joint Operations Center (JOC).
  - The JOC structure includes the following standard groups:
    - Command
    - Operations
    - Support
    - Recovery
    - Reports to the JOC may include Federal, State and local agencies with support roles. Selected Federal, State, and local agencies may be requested to serve in the JOC Command Group, the JOC Support group/Media component and the JOC Recovery Management Group (see **Figure 3**, shaded area).
  - To maintain consistency in the management of the incident the JOC should continue to operate as structured, however, leadership of the JOC may pass to FBI dependent on the situation. Local and State Police and state agencies in support of the JOC will continue to operate, but under FBI role designation and direction.
-

- Response issues that affect multiple agency authorities and areas of expertise will be discussed by the FBI and the JOC Command Group working in consultation with local, State and Federal representatives. While the FBI on-scene commander (OSC) retains authority to make Federal response decisions at all times, operational decisions are made cooperatively to the greatest extent possible.
- The FBI OSC and the senior FEMA official will provide, or obtain resolution of conflicts in priorities for allocation of critical Federal resources between response and recovery requirements.



- - Figure 3 - Joint Operations Center Structure
  - **The Fire Department:** is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:
  - Establish and maintain a secure communications capability to include voice and data.
-

- Coordinate additional assistance and resources from unimpacted jurisdictions to include but not limited to the following:

Detection and monitoring equipment

Decontamination equipment and supplies

Coordinate the provision of decontamination assistance to hospitals, first responders and when necessary, private facilities.

- Assist in the overall management, response and recovery of terrorist incidents involving radiological materials, to include:
  - debris
  - Identification of isotope(s)
  - Plume projections
  - Recommendations on protective actions
  - Determination of health risk/consequences to the public and first responders.
- Assume the shared role with Police Department in the response and recovery of a biological terrorist incident, to include:
  - Disease control and prevention.
  - Epidemiological investigation.
  - Quarantine and isolation.
  - Identification of the biological agent.
  - Secure laboratory services.
  - Dispersal of the Strategic National Stockpile (SNS).
  - Management of immunization clinics.
- Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.
- For Hazardous Materials events, establish decontamination of contaminated victims and emergency response personnel.
- Implement the Mass Inoculation Plan, as appropriate.
- Provide detection and monitoring services, equipment and personal protective equipment (PPE), as needed.
- Establish and maintain environmental health hazards remediation, as needed.

**The Health Officer will:**

- Assist in the efforts to ensure there is no uptake of chemical, radiological or biological agents into the food chain or the food supply.
  - Assist the Medical Examiner's Office in the proper disposition of contaminated
-

human remains, clothing and miscellaneous items, as needed.

- Implement plans and procedures to prevent, contain and/or mitigate the chemical, biological or radiological agent introduced into the agricultural and livestock environment.
- In the event of an Agro-Terrorism incident that involves a zoonotic disease, coordinate with ESF-8, Health and Medical Services to address the public health risks and for the dissemination of emergency public health information/personal protective actions that may be necessary.
- Coordinate with ESF-10, Hazardous Materials to ensure safe entry to the incident site, as necessary.
- Coordinate with ESF-13, Public Safety and Law Enforcement regarding epidemiological/criminal investigations, as needed.

**The Emergency Management Director will:**

- Provide information to the Selectmen for press releases
- Provide information to the Joint Operations Center for media and public information

**The EMS will:**

Implement the Mass Inoculation Plan, as appropriate.

**The Road Agent will:**

- Establish and maintain the security and integrity of the Town's road and bridge infrastructure.

**The Selectmen/Office Administrator will:**

Serve as primary public information source until event is classified as a terrorist act and media releases are assumed by Joint Operations Center (JOC) Media operations.

Liaison with the JOC Media/Public Information Officer (PIO) and assist as needed/directed regarding the collection and dissemination of public information.

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Assist JOC in keeping media and public informed through JOC designated and approved briefings and press conferences.

**Interagency Coordination**

- a. The EOC is the focal point for interagency and intergovernmental coordination between the following:
  - 1. FBI Joint Operations Center (JOC)
  - 2. Local Emergency Operations Center (EOC)
  - 3. Other Law Enforcement Command Posts
  - 4. Other Alstead's EOCs
  - 5. FEMA IOF/DFO

**VI. AUTHORITIES & REFERENCES**

**A. PLANS**

- 1. Alstead Emergency Operations Plan (2019)
- 2. Alstead Hazardous Materials Annex (To be developed in future revisions)
- 3. Homeland Security Needs Assessment for Town of Alstead (2004)

**B. STANDARD OPERATING PROCEDURES/GUIDES**

- 1. Police Department Standard Operating Procedures
  - 2. Fire Department Standard Operating Procedures
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**Appendices Table of Contents**

A.	.....	Acronyms and Abbreviations
B.	.....	Terms and Definitions
C.	.....	Resource Inventory
D.	.....	ICS Forms

**Appendix A**  
**Acronyms and Abbreviations**

<b>ARC</b>	American Red Cross
<b>ARES</b>	Amateur Radio Emergency Service
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, and Explosive
<b>CDC</b>	Centers for Disease Control and Prevention
<b>CERCLA</b>	Comprehensive Environmental Response, Compensation, and Liability Act
<b>CFR</b>	Code of Federal Regulations
<b>COG</b>	Continuity of Government; also Council of Governments
<b>COOP</b>	Continuity of Operations
<b>DES</b>	Department of Environment Services
<b>DFO</b>	Disaster Field Office
<b>DoD</b>	Department of Defense
<b>DOE</b>	Department of Energy
<b>DHHS</b>	Department of Health and Human Services
<b>DHS</b>	Department of Homeland Security
<b>DMCR</b>	Disaster Management Central Resource
<b>DOJ</b>	Department of Justice
<b>DOT</b>	Department of Transportation
<b>DPP</b>	Domestic Preparedness Program

<b>DRC</b>	Disaster Recovery Center
<b>DRED</b>	Department of Resources and Economic Development
<b>EAS</b>	Emergency Alert System
<b>EMA</b>	Emergency Management Agency
<b>EMD</b>	Emergency Management Director
<b>EMS</b>	Emergency Medical Services
<b>EO</b>	Executive Order
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>EPA</b>	U.S. Environmental Protection Agency
<b>EPCRA</b>	Emergency Planning and Community Right-to-Know Act
<b>ESF</b>	Emergency Support Functions
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOC</b>	Field Operations Center
<b>FOG</b>	Field Operating Guide
<b>FRERP</b>	Federal Radiological Emergency Response Plan
<b>FRP</b>	Federal Response Plan (to become the National Response Plan)
<b>GIS</b>	Geographical Information Systems
<b>HazMat</b>	Hazardous Material(s)
<b>HSEM</b>	Homeland Security Emergency Management
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICC</b>	Incident Command Center

<b>ICS</b>	Incident Command System
<b>JIC</b>	Joint Information Center
<b>MA</b>	Mutual Aid
<b>MHz</b>	Megahertz
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NH HSEM</b>	New Hampshire Homeland Security and Emergency Management
<b>NIMS</b>	National Incident Management System
<b>NAWAS</b>	National Warning System
<b>NFA</b>	National Fire Academy
<b>NFIP</b>	National Flood Insurance Program
<b>NWS</b>	National Weather Service
<b>ODP</b>	Office for Domestic Preparedness (DHS)
<b>PA</b>	Public Assistance
<b>PDA</b>	Preliminary Damage Assessment
<b>PDD</b>	Presidential Decision Directive
<b>PHS</b>	Public Health Service
<b>PIO</b>	Public Information Officer
<b>POD</b>	Point of Distribution
<b>PPE</b>	Personal Protective Equipment
<b>PSA</b>	Public Service Announcement
<b>RERP</b>	Radiological Emergency Response Plan
<b>RNAT</b>	Rapid Needs Assessment Team

<b>SARA</b>	Superfund Amendments and Reauthorization Act of 1986 (a.k.a.EPCRA)
<b>SERC</b>	State Emergency Response Commission
<b>SERT</b>	State Emergency Response Team
<b>SITREP</b>	Situation Report (Also SitRep)
<b>SLG</b>	State and Local Guide
<b>SOG</b>	Standard Operating Guide
<b>SOP</b>	Standard Operating Procedure
<b>VOAD</b>	Volunteer Organization Active in Disasters
<b>WMD</b>	Weapon(s) of Mass Destruction
<b>WMD-CST</b>	WMD Civil Support Team

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## **Appendix B**

### **Terms and Definitions**

**Aerosol** – Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

**Amateur Radio** – A service of radio communications, performed by persons interested in the radio art solely for personal gain and without pecuniary interest. Operates in the public interest, convenience or necessity, therefore, is available for use in emergency situations.

**Biological Agents** – Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

**Catastrophic Disaster** – For the purposes of this plan, a catastrophic disaster is defined as an event that results in large numbers of deaths and injuries; causes extensive damage or destruction to facilities that provide and sustain human needs; produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long term effect on general economic activity; and severely affects State, local and private sector capabilities to begin and sustain response activities.

**CERCLA Hazardous Substance** – A Superfund Hazardous Substance listed in Table 302.4 of 40 CFR Part 302.4, which mandates facilities to comply with specific release notification requirements under CERCLA and Title III. (Reportable Quantity Chemicals).

**Chemical Agent** – A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Generally separated by severity of effect: lethal, blister and incapacitating.

**Chemical Transportation Emergency Center (CHEMTREC)** – A chemical information center provided by the Federal Government as a source of first response advice in

substance/chemical spills. CHEMTREC can usually put those on scene at an emergency in touch with the product shippers.

**Civil Air Patrol (CAP)** – A civilian auxiliary of the United States Air Force. The CAP provides volunteer pilots, aircraft, communications, and ground personnel for emergency use in search and rescue, messenger service, light transport flights, airborne communications, ground search, and reconnaissance support.

**Civil Disturbance** – The degeneration of a law-abiding group into an unruly, unmanageable and law challenging mob.

**Civil Preparedness Guide (CPG)** – A FEMA Publication which provides guidance to State and Local Emergency Preparedness Directors and others with emergency responsibilities.

**Comprehensive Environmental Response, Compensation, and Liability Act of 1980**

**(CERCLA)** – Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

**Consequence Management** – Measures to protect public health and safety, restore essential government services and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism (Source: Federal Response Plan [FRP] Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the lead agency for consequence management to ensure that the FRP is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.



**Continuity of Government (COG)** – Efforts to maintain the governmental body and identify emergency delegation of authority in accordance with applicable laws, during emergencies or disasters. COG planning ensures continued line of governmental authority and responsibility.

**Continuity of Operations (COOP)** – Efforts in which individual departments and agencies ensure the continuance of essential functions/services during emergencies or disasters. COOP also includes activities involved with relocation to alternate facilities.

**Continuity of Operations (COOP) Plan** – A contingency plan that provides for the deliberate and planned deployment of pre-identified and trained personnel, equipment and supplies to a specific emergency relocation site and/or the transfer of essential functions to another department, agency or organization.

**Crisis Management** – This is the law enforcement aspect of an incident that involves measures to identify, acquire and plan the resources needed to anticipate, prevent and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI). During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, June 2003.)

**Critical Incident Stress Debriefing Team (CISD)** – CISD is a counseling and educational group process designed specifically for emergency response workers to mitigate the impact of a critical incident on personnel and to accelerate recovery in normal people experiencing normal reactions to totally abnormal events.

**Cyber-terrorism** – Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

**Dam Failure** – Full or partial collapse of a dam constructed to hold back large volumes of water.

**Damage Assessment (DA)** – The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident, and chemical explosion.

**Decontamination** – The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

**Disaster** – An event that creates an inability to provide critical functions/services for a significant period of time. Normally this is a widespread event causing destruction and distress; however, while this may include a large-scale event, as in a “natural disaster”, a localized event may present sufficient impact to a jurisdiction to be classified as a disaster.

**Disaster Field Office (DFO)** – The office established in or near the designated area to support Federal and State response operations.

**Disaster Medical Assistance Team (DMAT)** – Team from the Office of the Assistant

Secretary for U.S. Health/Office of Emergency Preparedness - National Disaster Medical Assistance (OASH/OEP-NDMS), that assists in providing care for the ill and injured victims at the site of a disaster or emergency.

**Disaster Mortuary Operational Response Team (DMORT)** – Is a federalized team of private citizens associated with the National Foundation for Mortuary Care, that respond under ESF-8, Health and Medical Services through FEMA. The DMORT is responsible for maintaining temporary morgues, victim identification and processing, preparing, and disposing of remains. DMORT also provides technical assistance and personnel to recover, identify and process deceased victims.

**Disaster Recovery Center (DRC)** – A center established in or near a disaster area to provide information and/or deliver assistance to disaster victims. DRCs are established when a Presidential Disaster Declaration is issued. Local, State and Federal agencies will staff the DRC (i.e., social services, State public health, and the IRS).

**Disaster Welfare Inquiry (DWI) System** – System set up by the American Red Cross to collect, receive and report information about the status of victims and assist the family with reunification within the disaster area.

**Distribution Centers** – Facilities operated by local governments, local churches, community based organizations, and voluntary agencies for providing donated goods directly to disaster victims.

**Emergency** – An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Any occasion or instance in which the Governor determines that State assistance is needed to supplement local response efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat or impact of a catastrophe in any part of the State.

**Emergency Alert System (EAS)** – A voluntary network of broadcast stations and Inter-connecting facilities, which have been authorized by the Federal Communications Commission (FCC) to disseminate information during an emergency, as provided by the Emergency Alert System plan. EAS is made up of AM, FM and TV Broadcast Stations and non-governmental electronic communications operating in a voluntary organized manner during natural/man-made emergencies or disasters at National, State or local levels.

**Emergency Management (EM)** – A system of organized analysis, planning, decision-making, assignment, and coordination of available resources for the mitigation of preparedness for, response to or recovery from major community-wide emergencies. Refer to local and State emergency legislation.

**Emergency Management Director/Coordinator** – The individual who is directly responsible on a day-to-day basis for the jurisdictions effort to develop a capability for coordinated response and recovery from the effects of disaster.

**Emergency Medical Services (EMS)** – Local medical response teams, usually rescue squads or local ambulance services, which provide medical services during a disaster.

**Emergency Operations Center (EOC)** – A protected site from which government officials and emergency response personnel exercise direction and control in an emergency. The Emergency Communications Center (ECC) is normally an essential part of the EOC.

**Emergency Operations Plan (EOP)** – An all-hazards document, which briefly, clearly and concisely specifies actions to be taken or instructions to be given in the event of natural disasters, technological accidents, or nuclear attack. The plan identifies authorities, relationships and the coordinated actions to be taken based on predetermined assumptions, objectives and existing capabilities.

**Emergency Public Information (EPI)** – Information disseminated to the public primarily in anticipation of an emergency, or at the actual time of an emergency as a means of warning the public of impending danger and/or to provide instruction as to emergency preparedness action to be taken.

**Emergency Response Team (ERT)** – FEMA group, composed of a headquarters element and a regional element that is deployed by the Director of FEMA, to the scene of an extraordinary situation to coordinate the overall Federal response.

**Emergency Support Function (ESF)** – A functional area of response activity established to facilitate the delivery of State or Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health and to maintain public safety.

**Environment** – Water, air and land, and the interrelationship, which exists among and between them and all living things.

**Evacuation** – Relocation of civilian population to safe areas when disaster, emergencies or threats thereof necessitate such action.

**Exercise** – Maneuver or simulated emergency condition involving planning, preparation and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of the emergency plan (EOP).

**Facility** – As defined by section 101 of CERCLA, means any building, structure, installation, equipment pipe or pipeline (including any pipe into a sewer or publicly-owned treatment works), well, pit, pond, lagoon, impoundment, ditch, landfill, storage container, motor vehicle, rolling stock, or aircraft, or any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any vessel. For the purpose of the emergency release notification, the term includes motor vehicles, rolling stock and aircraft.

**Federal Coordinating Officer (FCO)** – The senior Federal official appointed in accordance with P.L. 93-288, to coordinate the overall Federal response and recovery activities.

**Federal Response Plan (FRP)** – The FRP establishes a process and structure for the systematic, coordinated and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management (Source: FRP Terrorism Incident Annex, June 2003).

**Fixed Nuclear Facility (FNF)** – Nuclear power plants, reactor fuel fabrication or processing plants, test and research reactors or any other facility using or producing large quantities of radioactive material.

**Functional Areas of Responsibility** – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the EOP. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services), and the department/agency responsible for providing those services/functions, and the primary tasks/activities associated with the particular service/function (e.g., coordinate the provision of temporary housing assistance). If an ESF has developed a team structure to provide those services the team(s) should be identified. However, the composition and specific of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF template labeled Specialized Units/Teams.

**Governors Authorized Representative (GAR)** – The representative (usually the Director of Emergency Management) of the Governor who coordinates the State response and recovery activities with those of the Federal Government.

**Hazard** – Any situation that has the potential for causing damage to life, property and the environment.

**Hazard Analysis** – A process used by emergency managers to identify and analyze crisis potential and consequences.

**Hazardous Material (HazMat)** – A substance or material, which may pose an unreasonable risk to safety, health or property.

**Hazardous Waste** – Materials declared by the U.S. Environmental Protection Agency (EPA) to be toxic, corrosive, ignitable or chemically reactive.

**Incident Action Plan** – The plan that is usually prepared at the beginning of each operational period that contains general control objectives reflecting the overall operational strategy and specific action plans for the next operational period.

**Incident Command Post** – The location where primary command functions are made.

May be the Emergency Operations Center (EOC), Disaster Field Office (DFO), or Logistical Staging area. As command function transfers so does the Incident Command Post (ICP).

**Incident Command System (ICS)** – A combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as situation requires larger resource, without requiring new, reorganized command structure.

**Infrastructure Protection** – Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

**In-kind Donations** – Donations of goods or materials, such as food, clothing, equipment, and building materials instead of money.

**Job Aid (JA)** – A document or checklist designed to provide the user with help in completing a specific task.

**Joint Information Center (JIC)** – A combined public information office that serves two or more levels of government or Federal, State, local agencies.

**Joint Operations Center (JOC)** – A centralized operations center established by the FBI Field Office during terrorism-related incidents to provide a single point of direction, control and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.

**Lead Agency** – The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

**Lead Federal Agency (LFA)** – The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

**Local Emergency Management Director/Coordinator** – The local government official responsible for the emergency management program at the local county or municipal level.

**Local Emergency Planning Committee (LEPC)** – A committee appointed by the State Emergency Response Commission (SERC), as required by SARA Title III, to formulate a comprehensive emergency plan to deal with hazardous materials within its jurisdiction.

**Local Government** – A political subdivision of the State that is usually at the County or municipal levels.



**Major Disaster** – As defined under P.L. 93-288, any natural catastrophe, (including any hurricane, tornado, storm, flood, high water, wind-driven water tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Mass Care** – Efforts to provide shelter, feeding, water, first aid, and distribution of relief supplies following a catastrophic or significant natural disaster or other event to disaster victims.

**Memorandum of Agreement/Understanding (MOA/MOU)** – A document negotiated between organizations or legal jurisdictions for mutual aid and assistance in times of need. A MOA/MOU must contain such information as who pays for expense of operations (financial considerations), the party that will be liable for personal or property injury or destruction during response operations (liability considerations) and appropriate statements of non-competition of government resources with private enterprise (commercial considerations).

**Mitigation** – Mitigation actions eliminate or reduce the probability of some disaster occurrences and also include long-term activities that lessen the undesirable effects of unavoidable hazards or reduce the degree of hazard risk. Some mitigation examples include flood plain management and public education programs. Mitigation seeks to prevent disasters and to reduce the vulnerability of people to disasters that may strike. Hazard mitigation should follow all disasters.

**Mobilization** – The rapid assembly, procurement, production or deployment of resources to meet the requirements of a disaster/emergency situation including war.

**Multi-Hazard** – A functional approach to planning, which treats the numerous emergency management requirements that are present in any disaster situation as common functions. This reveals a broad base foundation of recurring disaster tasks that are

common to most disasters. In this manner, planning which concerns an application of the recurring tasks can be used in response to any emergency.

**Mutual Aid Agreement** – A formal or informal understanding between jurisdictions pledging the exchange of emergency or disaster assistance.

**National Contingency Plan (NCP)** – Term referring to the National Oil and Hazardous Substances Pollution Contingency Plan. Regulations prepared by the Environmental Protection Agency implement the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the response systems of the Clean Water Act (sec. 311); refer to 40 CFR Part 300.

**National Disaster Medical System (NDMS)** – A nation-wide medical mutual aid network between the Federal and non-Federal sectors that include medical response, patient evacuation and definitive medical care.

**National Emergency Operations Center (NEOC)** – The EOC for DHS/FEMA, which provides a centralized point of direction and control for Federal response operations. (Formerly the National Interagency Emergency Operations Center (NIEOC)).

**National Flood Insurance Program (NFIP)** – A Federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

**National Hurricane Center (NHC)** – A Federal tracking center that forecasts and plots the formation and movement of tropical storms. It also alerts appropriate areas of the danger.

**National Oceanic and Atmospheric Administration (NOAA)** – A Federal agency within the U.S. Department of Commerce, which deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency

Management relies heavily on the coastal hazards office of NOAA for storm surge modeling.

**National Response Center (NRC)** – Established under the Clean Water Act and CERCLA, and operated by the U.S. Coast Guard. The NRC receives and relays notices of discharges or releases, disseminates reports when appropriate and provides facilities for use in coordinating a national response action when required.

**National Response Team (NRT)** – Organization of representatives from 14 Federal agencies with responsibility for national planning and coordination (interagency and inter-jurisdictional) of CERCLA objectives.

**National Security** – Measures taken to protect the Nation from the direct or indirect acts of war, sabotage, or terrorism directed at the United States. These acts include but are not limited to, conventional and unconventional war, chemical, biological and nuclear war or terrorism.

**National Warning System (NAWAS)** – The Federal warning system, used to disseminate warnings of imminent natural disaster or enemy attack to a regional warning system, which passes to the State warning points for action.

**National Weather Service (NWS)** – A Federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

**New Hampshire Emergency Operations Plan (State EOP)** – The State plan designed to cover all natural and man-made emergencies and disasters that threaten the State.

**Nuclear Regulatory Commission (NRC)** – The Federal agency tasked with oversight and regulation for all domestic nuclear devices, plant processes and construction.

**Operational Period** – A period of time set for execution of operational actions specified in the Incident Action Plan. Traditionally these periods are initially 12 to 24 hours in length. As the incident winds down, they may cover longer periods of activity.

**Persistent Agent** – An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

**Plume** – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

**Preliminary Damage Assessment (PDA)** – An assessment of damage taken immediately following a disaster or potential disaster. Emphasis is on high-level infrastructure such as roads and power production.

**Preparedness** – Preparedness activities develop emergency response capabilities. Planning, exercising, training, mitigation, developing public information programs, and alerting and warning are among the activities conducted under this phase of emergency management to ensure the most effective and efficient response in a disaster. Preparedness seeks to establish capabilities to protect people from the effects of disasters in order to save the maximum number of lives, minimize injuries, reduce damage, and protect property. Procedures and agreements to obtain emergency supplies, material, equipment, and people are developed.

**Primary Agency** – An agency, organization or group designated as an ESF primary agency serves as the executive agent under the EOP to accomplish the assigned ESF Mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements.

Certain ESFs may have more than one agency designated in which cases they would be identified as “co-primary” agencies.

**Promulgate** – To promulgate, as it relates to the Local Emergency Operation Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the EOP as the emergency operations plan for the jurisdiction.

**Public Health** – A common function in multi-hazard planning, which focuses on general health and medical concerns, under emergency conditions, including provisions for accomplishing those necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

**Public Information Officer (PIO)** – The person tasked with preparing all information for dissemination to the media or to the public.

**Radiation** – High-energy particles or gamma rays that are emitted by an atom, as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

**Reception Center** – A donations management facility to receive specific, undesignated or unsolicited goods such as food, water, clothes, and building supplies.

**Recovery** – Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved state of affairs. Examples of recovery actions are provision of temporary housing, restoration of government services and reconstruction of damaged areas.

**Release** – Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing into the environment (including abandonment or discarding barrels, containers and other closed receptacles) of any Hazardous Chemical, Extremely Hazardous Substance, or CERCLA Hazardous Substance.

**Resource Agencies, Organizations or Groups** – ***Other agencies, organizations, groups, and individuals, not assigned as primary or support to an ESF may have authorities, expertise, capabilities, or resources required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF and/or provide services and resources. (Resources provide personnel and/or stuff (equipment, resources or supplies).***

**Response** – Response is the actual provision of emergency services during a disaster. These activities can reduce casualties, limit damage and help to speed recovery. Response activities include directing emergency operations, evacuation, shelter, and other protective measures.

**Revised Statutes Annotated (RSAs)** – The specific form of State Law, codified and recorded for reference.

**Shelter** – A facility to house, feed and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

**Staging Area (SA)** – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

**Standard Operating Guide (SOG)** – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more function. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).

**Standard Operating Procedures (SOP)** – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

**State Coordinating Officer (SCO)** – The representative of the Governor (usually the Director/Coordinator of Emergency Management) who coordinates the State response and recovery activities with those of the Federal Government. See GAR Governor's Authorized Representative.

**State Emergency Response Commission (SERC)** – Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing Local Emergency Planning Committees (LEPC).

**State Emergency Response Team (SERT)** – A team of senior representatives of State agencies, State level volunteer organizations and State level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

**State Warning Point (SWP)** – The State facility (NH State Police Communications Center) that receives warnings and other emergency information over NAWAS and relays this information in accordance with current directives.

**Support Agency** – An agency, organization or group that provides an essential function or service critical to the ESF and has a requirement in the decision process for the conduct

of the operation using its authorities and determines priorities in providing cognizant expertise, capabilities and resources.

**Task Force** – A group of resources with shared communication and leader. It may be pre-established and sent to an incident or it may be created at the incident.

**Terrorism** – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

**Ultra high frequency (UHF)** – Ranges from 300 MHz to 3000 MHz. For public safety use, defines the frequency sub bands of 450-512 MHz and 800-900 MHz. Also includes 960 MHz and 2 GHz microwave sub bands.

**Unified Command** – A team that allows all agencies (with geographical or functional responsibility for the incident) to co-manage an incident through a common set of objectives and strategies. Agencies' accountability, responsibilities and authorities remain intact.

**Very high frequency (VHF)** – Ranges from 30 MHz to 300 MHz. For public safety use, defines the frequency sub bands of 30-50 MHz and 150-174 MHz.

**Vital Records** – Records or documents, for legal, regulatory, or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business or provide essential services.

**Vulnerability** – Susceptibility to a physical injury or attack. Vulnerability refers to the susceptibility to hazards.



**Vulnerability Analysis** – A determination of possible hazards that may cause harm. Should be a systemic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, emergency services, security, and safety systems at a particular facility or within a jurisdiction.

**Weapon of Mass Destruction** – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounces, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more than 0.5 inch in diameter; any combination of parts either designed or intended for use in converting any device into any destructive device described above and from which a destructive device may be readily assembled.

# ***Appendix C***

## ***Resource Inventory***

The Town of Alstead maintains a confidential Resource Inventory separate from this document.

## ***Appendix D***

### ***ICS Forms***

- ***ICS 201***                      ***Incident Briefing***
- ***ICS 202***                      ***Incident Objectives***
- ***ICS 203***                      ***Organization Assignment List***
- ***ICS 204***                      ***Assignment List***
- ***ICS 205***                      ***Incident Radio Communications Plan***
- ***ICS 206***                      ***Medical Plan***
- ***ICS 215***                      ***Operational Planning Worksheet***