


JUNE 2022

# EMERGENCY OPERATIONS PLAN (EOP)- LEE, NH

PREPARED BY: LEE, NH &  
HUBBARD CONSULTING LLC



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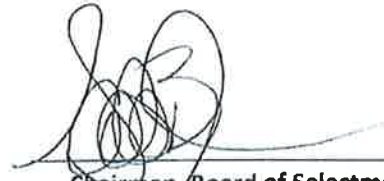
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## NOTICE OF PROMULGATION

The publication of the *Town of Lee, NH Local Emergency Operations Plan* (hereinafter referred to as the EOP) represents a concerted effort on the part of Lee 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 Community's best intentions to manage emergencies/disasters within the framework of community-wide cooperation and coordination.

The ~~Lee~~ Emergency Operations Plan is adopted effectively this day, the 27 of June, 2022.

  
\_\_\_\_\_  
Chairman, Board of Selectmen  
\_\_\_\_\_  
Emergency Management Director

## FOREWARD

This EOP establishes a framework for Lee and its partners to provide assistance in an expeditious manner in the event of a perceived, potential or actual disaster or emergency. The Lee Board of Selectmen and the Emergency Management Agency (hereinafter referred to as the EMA) appreciate the continuing cooperation and support from all departments, agencies and volunteer and private organizations which have contributed to the local level of preparedness and to the development of this EOP. The EMA continually works alongside these entities to address the responsibilities outlined in this EOP, and to 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 EOP 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, as they relate to emergency management.

RECORD OF REVISION

VERSION #	DATE	SUBJECT AREA	AUTHOR
2022	June 2022	WHOLE PLAN	Town of Lee / Hubbard Consulting LLC

## Chapter 1 INTRODUCTION

### Purpose

The Emergency Operations Plan (EOP) establishes policies and procedures; describes strategies, assumptions and objectives; and explains how this plan supports the five phases of emergency management (Prevention, Mitigation, Preparedness/Protection, Response and Recovery); and identifies what Federal guidelines the EOP follows, i.e., the National Incident Management System (NIMS), Incident Command System (ICS), Emergency Support Functions (ESFs), and the Department of Homeland Security's (DHS) National Response Framework (NRF).

The EOP establishes interagency and multi-jurisdictional mechanisms for Local Government 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.
- b) 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 government, departments and agencies, as well as private-sector organizations during an incident.
- c) The EOP also calls for regularly scheduled exercises and training to identify and enhance the capabilities of local relevant stakeholders when managing emergency situations.
- d) This Plan does not contain department 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" (SOPs) are the responsibility of each individual agency identified within the EOP.

### EOP Structure

This Plan is organized to align with the operational structure and makeup of the Local Emergency Operations Center (EOC). The EOP provides general information as well as specific operational roles and responsibilities for select EOC sections, groups and ESFs.



The EOP includes the following:

1. Base Plan

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

2. Annex A: Emergency Support Functions (ESFs)

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

The Emergency Support Functions are comprised of 18 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)

- Military Support (ESF #16)
- Cybersecurity (ESF #17)
- Business and Industry (ESF #18)

### 3. Annexes B-D:

The EOP will include a Hazard Specific Annex, EOC Guidelines and Shelter Annex. Some emergencies require unique approaches to prevention, preparedness, response, recovery and mitigation at some, or all, levels. These annexes include specialized guidance, processes and administrative guidelines to meet the needs of an incident, based upon incident's individual characteristics.

### 4. Attachments/Appendices

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

## Phases of Emergency Management

Emergency management operations are carried out within five distinct phases: prevention, mitigation, preparedness, response, and recovery. This EOP primarily considers the response phase but does address other phases as appropriate.

### 1. Prevention

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

### 2. 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.

### 3. 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.



**Figure 1: Phases of Emergency Management**

#### 4. 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.

#### 5. 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.

### Incident Management Activities

#### 1. National Incident Management System (NIMS) / Incident Command System (ICS)

NIMS is the national model for Preparedness, Communications and Information Management, Resource Management, 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 possibility of complex events occurring in New Hampshire and the number of agencies and departments with a responsibility to act, the Town of Lee utilizes ICS as the operational system to manage disaster and emergency situations.

#### 2. Local Emergency Operations Center (EOC) Activation

- a. Day-to-day operational response is activated through Police and Fire, via their respective dispatching agencies.
- b. Local, county or state agencies and/or dispatch will notify the EMD that an incident has occurred, or has the potential to occur, that threatens or impacts the Town. The EMD will gather information for on-going situational awareness and notify ESFs, as appropriate.
- c. The EMD, in coordination with Police, Fire, Public Works Department and Town Administrator, will make the decision to activate the EOC and determine the level of activation.
- d. If EOC activation is determined to be necessary, the EMD will notify appropriate ESF agencies of the activation and request designated personnel to report to the EOC or to remain on stand-by.
- e. WebEOC, a software management tool, will be utilized to provide continuous situational awareness.

## Emergency Support Functions (ESFs)

**ESF #1 – Transportation:** addresses emergency-related transportation issues that include assessing damage, restoring and maintaining land, air and water transportation routes during disasters or emergencies in, coordination with governmental and private organizations, as required. In addition, ESF #1 supports evacuation and re-entry operations for impacted areas and the transportation of response personnel, materials, goods and services to emergency sites.

**ESF #2 – Communications and Alerting:** addresses the provision of communication resources and coordination to support local collaboration and information sharing. ESF #2 is also responsible for the provision of emergency warning and notifications to the public and response personnel, as well as the back-up, restoration and repair of some communication infrastructure.

**ESF #3 – Public Works and Engineering:** addresses most engineering concerns that are not related to transportation systems and becomes involved in a wide array of mission types in response and recovery efforts. These missions include inspection and assessment; debris removal management; demolition and stabilization; reconnaissance; emergency repairs; and, temporary and permanent construction.

**ESF #4 – Firefighting:** addresses fire suppression in rural, urban and wild-land settings that result from naturally-occurring, technological or man-made disasters or emergencies. Local jurisdictions have the responsibility of providing basic fire service protection.

**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 activation and 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:** addresses support to local entities involved in emergency response and recovery. This support includes locating, procuring and issuing resources including equipment, supplies, facilities, and services required by emergency responders and disaster survivors.

**ESF #8 – Health and Medical:** addresses public health and medical services concerns during disaster or other emergencies. Public health concerns include, but are not limited to: assessment and surveillance of health needs of the affected communities; provision of health-related services and supplies; identification of areas where health problems could occur; testing of products for public consumption; and environmental testing. Medical services' concerns include, but are not limited to: logistical support for local health personnel in the field; supply and restocking of health-related equipment and supplies; testing and/or disposal of food, medicine and other related products affected by the disaster/emergency; assistance in assessing potable water and wastewater/solid waste disposal issues and coordination of equipment; assessment of medical needs; provision of medically related services and supplies that support the affected communities; and assistance and support for mass fatality and triage sites.

**ESF #9 – Search and Rescue (SAR):** addresses the provision of guidance and organization of Local agencies that may be employed during SAR operations, in both urban and rural scenarios. SAR operations include, but are not limited to: the location, recovery and extrication of victims who have become lost or entrapped as a result of a disaster or life-threatening emergency, and includes swift water rescue.

**ESF #10 – Hazardous Materials (HAZMAT) Response:** addresses different types of hazardous materials events/incidents. In a hazardous materials event, responsibilities include: providing a coordinated local response in accordance with ICS; assisting in the assessment of, response to and recovery from hazardous materials incidents; ensuring that prompt measures are taken to contain, remove and dispose of spilled hazardous materials; and, advising the public, in concert with local agencies, of the situation, potential dangers and protective actions they should take.

**ESF #11 – Agriculture, Cultural and Natural Resources:** addresses concerns regarding agricultural functions during a disaster 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. It is also addresses concerns regarding cultural resources and historic properties, their protection and restoration.

**ESF #12 – Energy:** addresses the coordination of utilities and related governmental and private organizations to provide information for local-level assessment, response and recovery operations related to fuel shortages, power outages and capacity shortages that may impact residents. This ESF also provides information on the transportation of fuel, sources for the provision of emergency power to support immediate response operations, and the restoration of normal energy supplies.

**ESF #13 – Public Safety and Law Enforcement:** addresses response and recovery activities that include, but may not be limited to, the following: maintaining law and order within legal authority; assisting with the dissemination of alerts, warnings and notifications; coordinating law enforcement activities from command centers and EOC, as needed, to manage resources and personnel; staffing for traffic control points and other sites; conducting law enforcement investigations; providing evacuation/relocation support; supporting the relocation and temporary detention of persons confined to correctional and/or high risk institutions; and, maintaining and protecting logs, records, digests and reports essential to government and emergency operations.

**ESF #14 – Volunteer Management:** addresses the support of local jurisdictions in the restoration of communities damaged by a disaster or emergency by coordinating the efficient and effective delivery of donated goods and volunteer services to the impacted areas. This ESF will also be the liaison for those voluntary organizations that provide disaster services within the community, so that capabilities and resources will be effectively integrated with other local, State and federal agencies to meet the needs of the disaster or emergency.

**ESF #15 – Public Information** addresses support in providing residents with timely and potentially lifesaving information during major disasters or other emergencies. This ESF is also responsible for the development and dissemination of a variety of information, education, and instructions to the general public, government officials and the news media through direct contact, briefings, presentations, news

releases and advisories, websites, social media postings, and oversight of public inquiry lines established in or for the support of emergency management activities.

**ESF #16 – Military Support** Coordinates National Guard Support of Civil Authorities (NGSCA) and Defense Support of Civil Authorities (DSCA) through the Director of Military Support (DOMS) office in accordance with the New Hampshire State Emergency Operations Plan (NHSEOP) and existing New Hampshire National Guard (NHNG) All Hazards Operations Plans.

**ESF #17 – Cybersecurity** provides a centralized entity for responding to a cyber incident that affects the State of New Hampshire. ESF 17 provides a means of defining, specifying, and maintaining the functions and resources required to ensure timely and consistent actions, communications, and response efforts. Additionally, ESF 17 ensures appropriate coordination and inclusion of necessary state, federal, and local agencies and private industry, in order to minimize the impact of a cybersecurity incident. Significant cybersecurity incidents may occur independently or in conjunction with disaster emergency operations and potentially could impact public health, safety, or critical infrastructure.

**ESF #18 – Business and Industry** provide a framework for coordination and cooperation among public and private sector partners before, during and after disasters, emergencies or planned events in New Hampshire. Close collaboration between public and private sector partners throughout all phases of emergency management improves community resilience and ensures effective use of resources during emergencies. Concept

Lee, NH Emergency Support Function (ESF) Matrix																		
Agency / Organization	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works	ESF 4 Fire Fighting	ESF 5 Emergency Mgmt.	ESF 6 Mass Care & Shelter	ESF 7 Resources	ESF 8 Health & Medical	ESF 9 Search & Rescue	ESF 10 HazMat	ESF 11 Agriculture	ESF 12 Energy	ESF 13 Law Enforcement	ESF 14 Volunteers Management	ESF 15 Public Info	ESF 16 Military Support	ESF 17 Cybersecurity	ESF 18 Business & Industry
Emergency Management Director/Asst EMD	S	L			L	L	L	L	S	S	L	S		L	L	S	S	L
Fire Department	L	S	S	L	S	S	S	S	L	L	S	L	S		L	S	S	S
McGregor EMS	S	S		S	S	S	S	S	S	S			S	S	S		S	
Police Department	L	S	S	S	S	S	S	S	L	S	S	L	L		L	L	S	S
Highway Department	S	S	L	S	S	S	S		S	S	S	S	S		S		S	
Board of Selectmen					S	S	S							S	S		S	
Town Administrator					S	S	S							L	S		S	
Health Officer				S	S	S	S	L		S	S							
Building Inspector			L	S	S	S	S		S			S						
School District	S				S	S	S							S	S			
Back Bay Network																	L	

(L) Lead Agency

(S) Support Agency

## Chapter 2 SITUATION AND PLANNING ASSUMPTIONS

### Situation

The Town of Lee is located in Strafford County in southeastern New Hampshire. Lee has a population of approximately 4520 people. The town is predominantly a residential community with some commercial businesses, primarily established on Routes 155, 125, 4 and 152. The community is governed by an Annual Town Meeting and a three (3) member Board of Selectmen and a Town Administrator form of government.

### Hazard Analysis

The following hazard analysis is a summary of the hazard risks for the Town of Lee from the 2019 Hazard Mitigation Plan. The Plan rated the severity and probability of the hazards that are the prime consideration for the implementation of this EOP.

Impact Rankings 0 – N/a 1-Low 2-Moderate 3-High	Human Impact <i>Probability of death or injury</i>	Property Impact <i>Physical losses and damages</i>	Business Impact <i>Interruption of service</i>	Severity <i>Average of human, property, and business impacts</i>	Probability <i>Likelihood this will occur within 25 years</i>	Overall Threat <i>Low = 0-1 Moderate = 2-4 High = 5 or greater (Severity x probability)</i>
<b>Hazard Event</b>						
Drought	0	0	0	0.0	3	0.0
Public Health Threats	1	0	0	0.3	1	0.3
Earthquake & Landslide	0	1	1	0.7	1	0.7
Wildfire	1	1	1	1.0	1	1.0
Flooding (Dam Failure)	0	3	0	1.0	1	1.0
Hurricane & Tropical Storms	1	2	1	1.3	2	2.7
Tornado & Downburst	1	2	1	1.3	2	2.7
Extreme Temperatures	2	1	1	1.3	3	4.0
Hazardous Materials	1	2	2	1.7	3	5.0
Severe Winter Storms	1	2	2	1.7	3	5.0
Flooding (Riverine/Extreme Rain Event)	1	3	2	2.0	3	6.0
Severe Thunderstorms	1	3	3	2.3	3	7.0

## Chapter 3 ROLES AND RESPONSIBILITIES

### Town of Lee

The 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. The EMD plans for the protection of life and property within the community. Local department heads and non-governmental organizations (NGOs) work with the EMD during the development of local emergency plans and should be prepared to provide response resources.



### State of New Hampshire

The NH Department of Safety, NH Homeland Security and Emergency Management (HSEM), State Emergency Operations Center (SEOC) is responsible for the following areas:

- Modifying normal operations and redirecting resources to assist and support local governments in saving lives, relieving human suffering, sustaining survivors, protecting property and re-establishing essential services.
- Coordinating actions necessary to respond to an emergency and coordinating the links between local governments, neighboring states, federal response, and the resources of the International Emergency Management Group (Provinces of Quebec, New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland/Labrador, Canada).
- Unifying the efforts of government, volunteers and the private sector for a comprehensive approach to reducing the impacts of emergencies/disasters.
- Obtaining a State Declaration of Emergency, if the situation warrants, from the Governor of New Hampshire and requesting immediate federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of state and local government.

### Federal Government

The Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) is responsible for the following areas of planning and operations:

- Supporting state and 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.

### Private Sector

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.

### Non-Governmental & Volunteer Organizations

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: 1) cooperating and coordinating with government agencies to help ensure broad and thorough coverage of relief; and, 2) providing relief not provided by the government on a complementary and supplementary basis.

## Primary Responsibilities

The primary responsibilities of the key elected and appointed officials are as follows:

1. **Emergency Management Director (EMD)**

The EMD and Deputy EMD oversee and coordinate the local-level planning, preparation, exercise, response and mitigation of terrorist threats, natural and human-caused disasters and other emergencies.

2. **Local Chief Executives**

The Board of Selectmen is the Town's chief executive branch and is responsible for administration of the operations and management of prudential affairs of the Town. The Town Administrator reports to the Board of Selectmen and is responsible for day-to-day operations.

3. **Other Agencies and Departments**

Local agency and department/division heads and their staffs should develop plans, trainings, internal policies and procedures to meet prevention, preparedness, mitigation, response and recovery needs as identified in the EOP. Training should be multi-level, interagency training accompanied by exercises to develop and maintain necessary capabilities.

## Facilities and Resources

1. **Incident Command Post (ICP)**

The command function is directed by the Incident Commander (IC) at the Incident Command Post (ICP). The IC is the person in charge at the incident and who must be fully qualified to manage the response. The Incident Command Structure and the EOC function together with the same goals, but function at different levels of responsibility. The Incident Commander is responsible for on-scene response activities, and the EMD is responsible for the entire community-wide response to the event.

2. **Local Emergency Operations Center (EOC)**

The Town of Lee maintains an EOC at the Lee Public Safety Complex as part of the Town's emergency preparedness program. The EOC is where department heads, government officials, and volunteer agencies gather to coordinate their response to an emergency event. Officials responsible for responding to major emergencies and disasters assemble to direct and control the jurisdiction's response. The EOC goes into operation when the EMD decides that the situation is serious enough to require a coordinated and other-than-routine response.

3. **Alternate Local EOC**

If the situation requires, an alternate EOC can be established at the Town Office or a location to be determined at the time of the incident. In addition, an alternate EOC could be established virtually, (i.e., e-mail, cell phone, Zoom, etc.).

## Chapter 4 CONCEPT OF OPERATIONS

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.

### Operational Policies

Protection of life and property and relief of human distress are the primary objectives of the Town government in emergency situations. The EMD, police and fire officials are expected to assume direct control of the emergency operations of all government and non-government resources that are by law, subject to their authority.

### 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 the EOP.

The local EMD is responsible for maintaining a common operating picture and coordinating local response efforts. Primarily, this role encompasses two areas of coordination. First, the local 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 the local EOC.

### EOC Activation

**STEADY STATE:** Routine operations with no event or incident anticipated.

**ENHANCED MONITORING:** Incident or event requires increased monitoring and coordination. All ESFs are alerted. The EOC is activated and staffed by the Emergency Management Director and PIO if appropriate.

**PARTIAL ACTIVATION:** Incident or event has developed that requires coordination with ESFs. The local EOC is partially activated. All ESFs are notified and requested, as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation.

**FULL ACTIVATION:** Incident of such magnitude that requires extensive response and recovery efforts to a major life threatening and/or property damaging event. 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.

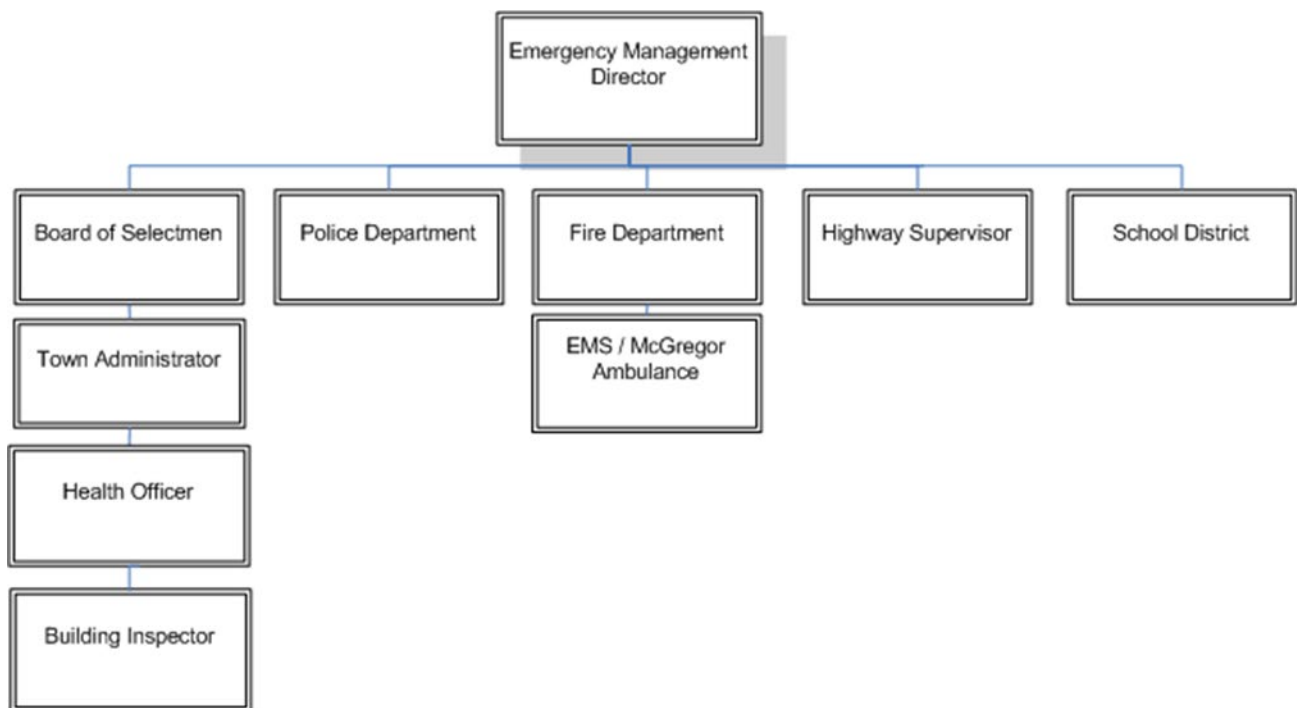
### EOC Organization & Responsibilities

The EOC provides a central location from which local government can provide interagency coordination and executive decision-making in support of incident response. The Town of Lee's EOC is organized in a traditional functional format. The EOC positions are highlighted in the EOC organization chart below.

### Command and Control

This section is comprised of elements that provide direction and control of the emergency situation; ensure the response follows established SOPs/SOGs; and provide for a centralized EOC facility. The EMD, or Deputy EMD, is the primary person assigned to the Command and Control Section of the EOC and will ensure the following:

1. Coordinate all emergency response functions in the EOC, per RSA 21P:39.
2. Establish and maintain a facility to be used as the EOC for centralized direction, coordination and control of emergency operations.
3. Develop EOC activation/deactivation Standard Operating Procedures/Standard Operating Guidelines, personnel staffing requirements and functional operating procedures/guides.



**EOC ORGANIZATIONAL CHART**

### Situational Awareness

The EOC utilizes multiple sources for situational awareness, including WebEOC, local responders, social media, field reports, media outlets and HAM/ARES Radio services.

## Chapter 5 CONTINUITY OF GOVERNMENT

The occurrence of a disaster or emergency could impede the ability of local government to function. This section includes a variety of activities designed to ensure the preservation of government, as it exists, and to continue the ability of local government to provide protection and essential services to the public.

### Lines of Succession

Per RSA 669:63, vacancies in the Board of Selectmen shall be filled by appointment made by the remaining selectmen. Whenever the selectmen fail to make such appointment, the superior court or any justice thereof, on petition of any citizen of the town, and after such notice as the court shall deem reasonable, may appoint a suitable person to fill the vacancy.

Police and Fire maintain internal lines of succession, based upon rank.

### Protection of Government Resources

The major thrust of an EOP is to protect the lives and properties of those involved in a disaster and return the situation to a level of normalcy. 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 of Lee establishes and maintains the capability to provide response and recovery functions during emergencies or disasters.

The Emergency Management Director is responsible for developing, maintaining, and exercising a Continuity of Operations (COOP) Plan for the Town. The EMD is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.

## Chapter 6 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.

### Training

Training is offered to local emergency management personnel in several categories. Each training opportunity is designed for specific disciplines and/or assignments and is delivered in the most convenient manner possible.

### Exercises

The Town of Lee does not have a formal Exercise Program, but has and will continue to participate in local and regional exercises. Exercises vary 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. All AAR's for exercises conducted by the Town of Lee are kept on file with the Emergency Management Director.

## Chapter 7 ADMINISTRATION

### Interface with State and Federal

In most situations, requests for Federal assistance will be made through the Local EOC to NH Homeland Security and Emergency Management (HSEM) then to DHS/FEMA. When incident requests exceed the capability of the State, with the approval of the Governor, the Command Staff will coordinate activities with the lead federal agency(ies) under the provisions of the National Response Framework (NRF).

Once the local EOC is activated, the EMD will notify the NH State EOC immediately at (800) 852-3792, or via WebEOC. Whenever possible, the EOC should establish contact to the State EOC via WEB-EOC at <http://www.nh.gov/safety/divisions/hsem/>.

### Agreements and Understandings

All agreements and understandings entered into for the purchase, lease or otherwise for the use of equipment and services will be in accordance with law and procedures. The declaration of a State of Emergency by the local EMD or other official may suspend selected rules and regulations that impede emergency response and/or recovery operations.

Local, State and International Mutual Aid agreements (EMAC/IEMAC, etc.) may also be activated as the situation warrants.

### Expenditures and Record-Keeping

Each agency is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for federal reimbursement. This should be in accordance with the established federal program guidelines or standard cost accounting procedures, if the latter is acceptable by the reimbursing federal agency.

During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. Departures from normal methods should be stated in the State of Emergency declarations, or as specified in the EOP and its supporting documents.

Emergency response agencies will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the Town's request for supplemental assistance.

### 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) 271-3641 or by filing a complaint electronically.

### Protection of the Environment

All actions taken pursuant to repair and restoration by a government agency, individual, or private entity will comply with 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).

### 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.

### Emergency Responder Liability

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*.

## Chapter 8 PLAN DEVELOPMENT AND MAINTENANCE

### Development

Each department/agency with emergency management responsibility is responsible for the development and maintenance of appropriate planning documents that address responsibilities assigned in this Plan including, but not be limited to: SOPs, implementing procedures and/or operational guidelines. The EMD will ensure appropriate distribution of the EOP and any changes thereto. Public access to portions of this Plan may be posted on the Town's website.

### Maintenance

This Plan is a living document and is the principal source of documentation concerning the jurisdictions emergency management activities. Overall coordination of this process will be performed by the Local Emergency Management Director (EMD) or designee.

1. 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.
2. 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.
3. Lead agencies are responsible for participating in the annual review of the Plan. The Emergency Management Director 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.
4. Agencies and organizations have the responsibility for maintaining annexes, appendices, SOPs, 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 Local 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.

### Critiques

Following each EOC activation, exercise, etc. in which this EOP/ESF has been activated, an After-Action Report (AAR) should be conducted by the EMD/Lead Agency with the appropriate Support Agencies. A Corrective Action/Improvement Plan should be developed and incorporated into the EOC/ESF response activities, when updated. AARs 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.



## ANNEX A

# EMERGENCY SUPPORT FUNCTIONS

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**Emergency Support Function #1:****TRANSPORTATION****Lead Agency:**

- Fire Department
- Police Department

**Support Agencies:**

- Emergency Management Director
- McGregor EMS
- Highway Department
- School District

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function #1 – Transportation (ESF #1) is to provide the resources (i.e., human, technical, equipment, facility, materials, and supplies) to support emergency transportation needs during an emergency/disaster situation.

**B. SCOPE**

ESF #1 resources will be provided through requests directly to the local Emergency Operations Center (EOC). Resources may be obtained from local departments, contractors, vendors, suppliers, regional, State and Federal government, and public and private organizations. Resources obtainable by ESF #1 will be used to assist the following:

1. Monitoring, controlling and assessment of the transportation infrastructure.
2. Identify and repair and restoration of damaged transportation systems.
3. Evacuating persons from threatened areas or immediate danger, including those with access and functional needs, livestock, and household pets.
4. Coordinating vehicular traffic flow during an emergency situation.
5. Developing emergency refueling and maintenance facilities.
6. Logistical transporting of personnel, equipment, materials and supplies, including the management of transportation staging areas and assets.
7. Clearing debris and obstructions from, and make emergency repairs to, the transportation infrastructure.
8. Identification of alternate transportation services (mass transit, etc.).

**II. SITUATION AND PLANNING ASSUMPTIONS****A. SITUATION**

The Town of Lee is responsible for the management of transportation needs and will coordinate transportation requirements, including state and federal highway agencies. The need for immediate restoration of the transportation system for response and recovery activities may exceed local capabilities and State and Federal governmental assistance may be required to supplement efforts.

An evacuation may be recommended when all or any part of the community is affected and may involve all or any portion of the population. A NH Supreme Court ruling on November 6, 2008 reaffirmed that Fire Officials have the right to require evacuations during an emergency. RSA 154:7, II(b) (2002) gives a Fire Department responding to a "fire, service call, or other emergency" authority to "order any persons to leave any building or place in the vicinity of such scene for the purpose of protecting such persons from injury or remove persons interfering with duties."

Major evacuation routes are:

- State Routes 4, 125, 152, 155 and Lee Hook Road

## B. PLANNING ASSUMPTIONS

1. Local and regional transportation infrastructure/resources may be impacted. The damage may diminish the effectiveness and efficiency of the response and recovery efforts.
2. There may be a shortage of fuel (NH DOT maintains fuel sites throughout the state).
3. Alternate routes may need to be established to bypass damaged infrastructure.
4. Fire, Police, EMS, Highway and the School District have vehicles to support transportation.
5. Large number of evacuees may need to be moved out of the impacted area. Specialized transportation/assistance may be needed to evacuate some of the individuals.
6. Evacuation of household pets may be required and may require specialized transportation assets.
7. Temporary routes may need to be established.
8. Fixed or mobile maintenance may be needed for response vehicles.
9. Vehicles, equipment, etc. may need to be towed from evacuation routes.

## III. CONCEPT OF OPERATIONS

### A. GENERAL

1. The EMD is responsible for coordinating ESF #1 activities in the EOC.
2. Status of committed and uncommitted transportation resources is tracked during activation of the EOC.
3. Unified Command is used to manage assets in the field due to the number and variety of government and private sector organizations that may be involved.
4. The EOC and emergency responders shall meet the needs of Functional Needs Populations. This group includes people who do not have access to or cannot operate a motor vehicle due, but not limited to: disabilities, age, addictions, and legal restrictions. This group also includes, but is not limited to; individuals with developmental, medical, physical, or sensory disabilities, durable medical equipment and service animals.

## IV. ORGANIZATION

### 1. Operational Facilities/Sites

**Evacuation, Sheltering and Staging Areas** – In coordination with other ESFs, developing and maintaining transportation routes for evacuation and surge of populations. Identifying and maintaining routing from staging areas, reception areas, and shelters (human and animal). Identifying and maintaining special routing for special equipment, or other special needs that may occur prior to, during or after an incident.

## V. PHASED ACTIVITIES

### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Ensure ESF #1 Agencies are sufficiently trained and capable of fulfilling responsibilities of ESF #1.
2. Developing, testing, and maintaining manual or automated listings of transportation resources.

### B. RESPONSE ACTIVITIES

1. Assigning and scheduling sufficient personnel to cover an activation of ESF 1 at the EOC for an extended period of time.
2. Providing updates and briefings for any new personnel reporting for ESF #1 duty.
3. Maintaining and updating WebEOC as appropriate.

### C. RECOVERY ACTIVITIES

1. Assigning and scheduling sufficient personnel to assist the EOC during the recovery period.

## VI. ROLES & RESPONSIBILITIES

### A. ACTIVITIES ASSOCIATED WITH FUNCTION:

ESF #1 Lead and Support Agencies activities include:

1. Accessing available and obtainable transportation resources. The committed and uncommitted status of such resources is continuously tracked during an activation of the EOC.
2. Providing available resources including specialized transportation and personnel, traffic management and control devices and signage, motor vehicles of all types, repair/service, refueling, parking, storage and staging facilities, mapping and communication capabilities, equipment and personnel for fulfilling ESF missions.
3. Notifying organizations of any pertinent information that may impact the ability of the appropriate ESF to carry out their missions/tasks including traffic flow information, highway/road closure or obstruction information and availability of engineering and fuel availability.
4. Maintaining and updating WebEOC as needed.

## B. EQUIPMENT AND FACILITIES

The following is the transportation equipment and facilities pool from which certain and specific resources from the ESF #1 associated agencies are referenced and assigned. In addition, Appendix C contains a resource listing that includes ESF 1 equipment and resources.

1. Buses of various types and sizes, with drivers.
2. Passenger and utility vans, with and without drivers.
3. Trucks and/or trailers with drivers/operators. Vehicles to transport both light and complicated/heavy equipment/cargo.

## VII. REFERENCES

MOU WITH DAILY TRANSPORTATION FOR DIESEL

**Emergency Support Function #2:****COMMUNICATIONS****Lead Agencies:**

- Emergency Management Director

**Support Agencies:**

- Police Department
- Fire Department
- McGregor EMS
- Highway Department

**I. INTRODUCTION****A. PURPOSE**

This ESF addresses the provision of communication resources and coordination to support local collaboration and information sharing. ESF #2 is also responsible for the provision of emergency warning and notifications to the public and response personnel as well as the back-up, restoration and repair of some communication infrastructure.

**B. SCOPE**

The Town's 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**

Fire, Police and Highway Department currently maintain radio networks for conducting day-to-day operations. They are equipped with interoperable radios to communicate with all mutual aid entities. UNH dispatches for Fire (Newmarket is backup for UNH), Strafford County dispatches for Police and Highway. The Highway Department has portables to talk with the Police Department, but Fire can only hear. The schools have internal walkie talkies for school use only and radio with the Police channel. Public Information is shared through local media, social media, school notification system and Code Red.

**B. PLANNING ASSUMPTIONS**

Reliable communication capabilities are necessary at all levels of government for day-to-day communication, warning of impending disasters, disaster response and recovery operations, and coordination between the local and State government and response agencies.

**III. CONCEPT OF OPERATIONS****A. GENERAL**

ESF-Communications and Alerting manages and coordinates communications and alerting activities before, during and after 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 Emergency Management Director along with the support agencies.

**B. NOTIFICATION & ACTIVATION**

UNH Dispatch and Strafford County Dispatch are responsible for notification of emergency responders. The EMD is responsible for notifying the appropriate Town Department heads.

**IV. PHASED ACTIVITIES****A. PREVENTION/PREPAREDNESS ACTIVITIES**

1. The Police Department is be responsible for coordinating the CodeRed information for the Town of Lee.

**B. RESPONSE ACTIVITIES**

1. Fire and Police will utilize their dispatching organizations for emergency response communications.
2. The EMD will prepare and activate public information messages.
3. Gathering and generating information that will be needed for periodic briefings, situation reports or the development of incident action plans.

**C. RECOVERY ACTIVITIES**

1. Assigning and scheduling sufficient personnel to assist the EOC during the recovery period.

**V. ROLES & RESPONSIBILITIES****A. ACTIVITIES ASSOCIATED WITH FUNCTION:**

ESF #2 Lead and support activities will include:

1. All ESF #2 lead and support agencies will provide available, trained personnel to serve as ESF #2 representatives in the EOC, as capable.
2. Providing real-time assessment of communication capabilities and infrastructure including damages, outages, repairs, etc.
3. Ensuring accessible communication methods for Functional Needs populations.
4. Police Department will activate the Code Red as appropriate.

**VI. REFERENCES****A. MUTUAL AID AGREEMENTS**

Agreements with Strafford County and UNH.

### Emergency Support Function #3:

## PUBLIC WORKS AND ENGINEERING

**Lead Agency:**

- Highway Department
- Building Inspector

**Support Agencies:**

- Fire Department
- Police Department

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #3 – Public Works & Engineering (ESF #3) is to utilize the resources (i.e., human, technical, equipment, facility, materials, supplies) of local and state agencies and contractors to provide technical advice, evaluation, engineering services, contracting for emergency repair of dams, water, emergency power, public land, clearing of roads and debris management in order to meet goals related to lifesaving and life-sustaining actions, damage mitigation, and recovery activities during an emergency/ disaster situation.

### B. SCOPE

ESF #3 resources may be obtained from local and state agencies, contractors, vendors, suppliers, and public and private associations or groups. Resources obtained by ESF #3 will be used to assist with:

1. Identifying obstructions and damage to critical infrastructure and facilities (i.e., roads, bridges, water, electrical, dams, hazardous materials and hazardous waste sites);
2. Repairing and restoring damaged critical infrastructure, facilities and public systems;
3. Facilitating demolition or stabilization of damaged public and private structures to support search and rescue and/or protect the public's health and safety; and
4. Clearing roads of snow, ice and debris.
5. Developing and initiating emergency collection, sorting, disposal routes, and disposal sites for debris clearance from public and private property.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

The Town of Lee is responsible for the management of public works and engineering needs within Town boundaries, excluding state and federal government facilities that are not within their authority. Public Works services are coordinated by the Highway Department. The Highway Department is responsible for many of the day-to-day services residents depend on including streets and roads, Town facilities and grounds. Private sector entities



incorporate their own emergency operations planning and facilities for damage restoration activities.

## **B. PLANNING ASSUMPTIONS**

1. Most localized systems and activities may be hampered by damaged infrastructure and disrupted distribution systems.
2. There may be a need for a significant number of personnel with engineering and construction skills and equipment.

# **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. NOTIFICATION AND REPORTING**

### **1. Notification**

- a. Upon determination of an impending or actual incident requiring public works capabilities, the EMD will request agency representatives to implement ESF activities from the EOC.
- b. The Highway Department will coordinate with the EOC.

### **2. Event Reporting**

- a. Lead and support agencies shall compile damage assessments and report to EMD.

# **IV. PHASED ACTIVITIES**

## **A. PREVENTION/PREPAREDNESS ACTIVITIES**

1. Establishing operational needs for restoration of public works services during an emergency.

## **B. RESPONSE ACTIVITIES**

1. Coordinating debris removal, reduction, and disposal operation.
2. Providing for temporary construction of emergency routes necessary for passage of emergency response personnel, construction of firebreaks, etc. as requested.

## **C. RECOVERY ACTIVITIES:**

1. Collect data for reimbursement, such as personnel hours, equipment and material used.
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

# **V. ROLES & RESPONSIBILITIES**

## **A. ACTIVITIES ASSOCIATED WITH FUNCTION:**

1. Local damage assessment team to conduct damage and safety assessment.
2. Coordinate restoration of public infrastructure and utilities.

3. Public Works will coordinate transportation activities with the EMD.
4. Provide equipment and personnel to implement public works function.
5. Provide emergency debris clearance to allow access for emergency personnel and equipment.
6. Collect status information and share with the Emergency Management Director such as:
  - a. Status of debris removal
  - b. Status of critical facilities
  - c. Status of emergency access routes
  - d. Unmet needs
  - e. Status of public utility restoration

## VI. REFERENCES

- A. MUTUAL AID AGREEMENTS  
NH DPW Mutual Aid

**Emergency Support Function #4:****FIRE FIGHTING****Lead Agency:**

- Fire Department

**Support Agencies:**

- Police Department
- McGregor EMS
- Highway Department
- Health Officer
- Building Inspector

**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.

**II. SITUATION AND PLANNING ASSUMPTIONS****A. SITUATION**

The Fire Department is a combination department of approximately 22 members headed by a full-time chief with staffing of 2 personnel 24/7. It is as well-equipped to perform its assigned functions as any community of comparable size. It is a member of the Seacoast Chief Fire Officers Mutual Aid District. The Fire Station has emergency back-up power.

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**

1. The Lee Fire Department is the primary agency responsible for local operations to mitigate the effects of urban and wildland incidents in the Town.
2. Unified Command will be utilized when possible to manage ESF #4 assets.

**B. NOTIFICATION**

Upon notification of the Fire Department of an emergency requiring implementation of this EOP, the senior fire officer will request the EMD to activate and coordinate ESF activities from the EOC.

## IV. PHASED ACTIVITIES

### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Maintain personnel and equipment in a state of readiness.
2. Monitor weather conditions that contribute to increased fire danger and for all hazards.
3. Develop procedures to protect public from fires, including evacuation strategies.
4. Develop preplans and fire prevention and inspection activities.

### B. RESPONSE ACTIVITIES

1. Assign and schedule sufficient personnel during activation of this ESF.
2. Assess the situation and report to EOC, to include:
  - a. Impact and type of exposure to the affected population, including probable direction and time of travel of the fire (if wildland or rural);
  - b. Potential impact on human health, welfare, cultural resources, safety and the environment;
  - c. Types, availability, and location of response resources, technical support, and firefighting and cleanup services needed; and,
  - d. Priorities for protecting human health, safety, welfare, resources and environment.
3. Supporting fire investigation and inspections.
4. Assist in evacuation of individuals and animals in impacted areas.
5. Providing support for any Protective Action Requirements (PAR) the incident requires.
6. Providing monitoring of any contaminated areas and consult with appropriate support agencies to provide access and egress control to contaminated areas.

### C. RECOVERY ACTIVITIES:

1. Collect data for reimbursement, such as personnel hours, equipment and material .
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

## V. ROLES & RESPONSIBILITIES

### A. ACTIVITIES ASSOCIATED WITH FUNCTION

1. Contain wildland and urban fires.
2. Disburse personnel and equipment.
3. Implement existing operating guidelines and mutual aid agreements.
4. Require evacuations per RSA 154:7 II(b).
5. Disseminate emergency warning to the general public.
6. Coordinate emergency transportation routes.
7. Monitor water supply (hydrants, cisterns, dry hydrants) for fire suppression.
8. Inspection of buildings.
9. Provide EMS and transporting.

## VI. REFERENCES

### A. MUTUAL AID AGREEMENTS

Seacoast Chief Fire Officers Mutual Aid

## Emergency Support Function #5: EMERGENCY MANAGEMENT

### Lead Agency:

- Emergency Management Director

### Support Agencies:

- Fire Department
- Police Department
- McGregor EMS
- Highway Department
- Board of Selectmen
- Town Administrator
- Health Officer
- Building Inspector
- School District
- Back Bay Network

## I. INTRODUCTION

### A. PURPOSE

The purpose of this ESF is to compile, analyze, and coordinate the collection of data relevant to injury, death and damage assessment in disaster areas.

### B. SCOPE

The scope is the overall coordination and collection of data activities at the local EOC in order to formulate response and recovery actions. The primary role of this ESF is to serve as a clearinghouse of information for all interested parties. It is also responsible for establishing and maintaining the message center and coordinating initial needs and damage assessment activities.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

Lee Town officials are responsible for developing, coordinating, and implementing emergency response plans, including the activation of local mutual aid compacts. The primary EOC is located at the Safety Center and a secondary EOC at the Town Office. They are also responsible for the management of resource needs. The impact of an emergency may exceed the capabilities of local jurisdictions 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 could severely damage the local area infrastructure.
2. A significant disaster could quickly overwhelm the ability and capabilities of the Town to respond effectively, requiring state or federal support.
3. The local EOC is organized in accordance with the National Incident Management System (NIMS).

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

Typically, the activities of ESF- Emergency Management will commence once the local EOC is activated due to an emergency situation. In response to an incident, the following may occur:

1. Emergency responders at all levels of government will initially assess the situation to identify the response actions needed and report to the EOC. The assessment will provide:
  - a. Gross assessment of disaster impacts including the identification of the boundaries of the damage areas, type and severity of the damages, including status of vital facilities.
  - b. Provide general assessment of the status of government operations.
  - c. Select or validate, as necessary, the operational status of critical facilities such as staging areas, mobilization centers, etc.
2. The various support agencies will gather, disseminate, and transmit data to the EMD/EOC. ESF-Emergency Management will collect, summarize, analyze, display, and disseminate critical elements to the operational support of the local EOC. Such elements include but are not limited to:
  - a. Boundaries of the disaster area
  - b. Social/economic/political impacts
  - c. Jurisdictional boundaries
  - d. Status of transportation system
  - e. Status of communications system
3. ESF-Emergency Management will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.

#### B. NOTIFICATION AND REPORTING

In response to an event that would cause the activation of the local EOC, the EMD would normally initiate notification procedures.

#### C. ORGANIZATION

The EMD or Deputy EMD is the primary person assigned to the Command and Control Section of the EOC and coordinates Town wide emergency response. The EMD will notify the appropriate ESF departments and request designate personnel to report the EOC. Annex B contains EOC guidelines that further define the function of the EOC.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Maintaining, reviewing and updating on a periodic basis, the staff's contact information for all agencies involved in emergency response and EOC activities.
2. Reviewing the After-Action Reports (AAR) and comments from previous incidents to develop and implement remedial strategies, as necessary.
3. Planning the location and use of any potential mobilization sites, staging areas and distribution points.
4. Maintain situational awareness and evaluate staffing needs as appropriate.

**B. RESPONSE ACTIVITIES**

1. Activating the appropriate ESFs and agencies that may be required for incident response.
2. Maintaining operational status of the EOC.
3. Assigning personnel to staff the EOC.
4. Establish a briefing schedule (i.e. every 12 hours) and media briefing schedule.
5. Coordinating and documenting initial damage assessment including key resources and critical infrastructure, businesses and individual homes.
6. Working with ESF #15 for public notification activities including activation of the Emergency Notification System (ENS), as appropriate.

**C. RECOVERY ACTIVITIES:**

1. Coordinating local recovery strategies and activities.
2. Collect data for reimbursement, such as personnel hours, equipment and material used.
3. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.
4. Maintain Situation Awareness and evaluate staffing needs as appropriate.

**V. ROLES & RESPONSIBILITIES****A. ACTIVITIES ASSOCIATED WITH FUNCTION**

1. Provide overall coordination of information and planning activities at the EOC.
2. Utilize EOC and ICS forms and checklists.
3. Conduct EOC briefings according to a predetermined schedule.
4. Provide support for all administration, management, prevention, planning, training, preparedness, recovery and mitigation/redevelopment activities associated with the local response.
5. Develop operating procedures, situational awareness reports, Incident Action Plans and Operating Goals to implement Preparedness/Response/Recovery/Mitigation functions.
6. Maintain and update WebEOC as needed.

**VI. REFERENCES****A. PLANS**

Annex B - EOC Operating Guidelines and Checklist

## Emergency Support Function #6: MASS CARE, HOUSING, AND HUMAN SERVICES

### Lead Agency:

- Welfare

### Support Agencies:

- |                      |                      |
|----------------------|----------------------|
| • Fire Department    | • Town Administrator |
| • Police Department  | • Health Officer     |
| • McGregor EMS       | • Building Inspector |
| • Highway Department | • School District    |
| • Board of Selectmen | • Back Bay Network   |

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #6 – Mass Care, Housing, and Human Services (ESF #6) is to provide coordinate Mass Care (human and household pet sheltering, feeding, and essential personal needs) during disasters or emergencies. Coordination of local, regional and State 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. ESF #6 includes the provision of sheltering household pets. Mass Care services are provided on a short-term basis (i.e. several days) and when a more long-term approach is required, activities will move into the Long-Term Community Recovery plan.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

1. The Town of Lee has established the Public Safety Complex as a local warming/cooling, daytime only shelter. Long term emergency sheltering can be established at the Oyster River High School which is American Red Cross approved.
2. 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.

### B. PLANNING ASSUMPTIONS

1. The number in need of shelter and mass care services is scalable depending upon the emergency.
2. Emergency situations may require the provision of short-term warming/cooling/charging shelters, mobile feeding, etc.
3. Through public education, animal owners should know how to prepare themselves and their household pets for an emergency/disaster situation.
4. DHHS will coordinate with Volunteer NH to access support of other NGOs.



### III. CONCEPT OF OPERATIONS

#### A. GENERAL

1. The Town of Lee will direct residents and transients to either a local or nearby shelter, as necessary.
2. The Town will provide for short-term warming/cooling center at the Public Safety Building.

#### B. NOTIFICATION AND ACTIVATION

1. Activation of this ESF #6 will be made by the Emergency Management Director.
2. The EMD will notify the State EOC of shelter needs through WebEOC.

#### C. ORGANIZATION

##### 1. Operational Facilities/Sites

- a. **Reception and Sheltering Areas** – In coordination with other ESFs, identify and maintain routing information to/from reception areas, and shelters. Identify routing for special equipment, or other special needs that may occur prior to, during or after an incident.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Plan and prepare notification systems to support this ESF #6.
2. Coordinate with public and private partied on preparedness activities.

#### B. RESPONSE ACTIVITIES

1. Coordinate operations of local shelter.
2. Coordinate with the State EOC and regional shelters.
3. Coordinate with ESF 1 to provide transportation to regional shelters, as necessary.
4. Track the status of committed, and uncommitted resources at the local EOC.

#### C. RECOVERY ACTIVITIES:

1. Coordinate with State and Federal agencies for assistance related to housing, loans and grants for individuals, etc.
2. Collect data for reimbursement, such as personnel hours, equipment and material used.
3. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

### V. ROLES & RESPONSIBILITIES

#### A. ACTIVITIES ASSOCIATED WITH FUNCTION:

ESF #6 Lead and Support Agencies activities include:

1. Coordinating mass shelter and feeding for impacted populations.
2. Providing resource support for the ESF #6 mission to include, but not limited to: housing and human service activities.
3. Assisting in identifying and assessing the requirements for food, feeding, and critical emergency needs of the impacted population.
4. Assistance for clothing and basic essential items.
5. Coordinate the replacement of prescriptions lost in the disaster.
6. Assisting in providing information about federal and other resources available for additional assistance to the impacted population.

## VI. REFERENCES

NONE

## Emergency Support Function #7: RESOURCE SUPPORT

### Lead Agency:

- Emergency Management Director

### Support Agencies:

- |                      |                      |
|----------------------|----------------------|
| • Fire Department    | • Town Administrator |
| • Police Department  | • Health Officer     |
| • McGregor EMS       | • Building Inspector |
| • Highway Department | • School District    |
| • Board of Selectmen | • Back Bay Network   |

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #7 – Resource Support (ESF #7) is to provide logistical and resource support to local officials involved in local emergency response and recovery efforts that impacts the Town. ESF #7 is responsible for providing direct and active support to emergency response and recovery efforts during the initial response phase following a disaster.

### B. SCOPE

ESF #7 provides or coordinates provision of services, equipment, and supplies to support the effective and expedient operations associated with a disaster or an emergency; and for the approval and acquisition of equipment and supplies not available through normal purchasing channels and ordering time frames.

When activated, resources will be provided through requests made directly to ESF #7 at the local EOC. As a primary course of action, ESF #7 will obtain resources through coordination with other ESFs, agency/state contractors, vendors, and suppliers. Resources may also be obtained from local, State, regional, national, public and private associations or groups.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

The Town of Lee 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 essential survival resources such as food, water, housing, medical care, fire and police protection, etc.

### B. PLANNING ASSUMPTIONS

1. The Town of Lee will expend resources at the local and regional (mutual aid) level prior to making a request to the State.
2. The EMD will maintain inventories and have a working knowledge of the resources readily available within their jurisdictions.

3. Documenting the time equipment was transferred, rented, leased or otherwise used, will be done by both the donating and receiving agency.

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

1. Mutual aid agreements will be activated and utilized prior to requesting ESF #7 activities from the State.

#### B. NOTIFICATION AND ACTIVATION

1. In response to an event that would cause for the activation of the local EOC and resource support, the EMD would initiate notification.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Maintaining personnel, listings and resource contacts in a state of readiness appropriate to existing and anticipated emergency conditions.

#### B. RESPONSE ACTIVITIES

1. Assessing impact and initial reports to identify potential resource needs.
2. Planning for and establishing relief resources to replace or rotate with committed resources for extended operations.
3. Establishing and maintaining a tracking and accounting system for all acquired resources, including management reports.

#### C. RECOVERY ACTIVITIES:

1. Collect data for reimbursement, such as personnel hours, equipment and material used.
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

### V. ROLES & RESPONSIBILITIES

#### A. ACTIVITIES ASSOCIATED WITH FUNCTION

ESF #7 Lead and Support Agencies activities include:

1. Coordinating requests for additional personnel, equipment and services.
2. Reporting Department resource shortfalls to the EOC.
3. Acquiring private resources as needed and authorizing the expenditures necessary.
4. Implement mutual aid resources.

### VI. REFERENCES

#### A. LISTINGS

Appendix C Resource List

#### B. MOUs/LOAs

Seacoast Chief Fire Officers Mutual Aid

Police Department Mutual Aid

NH DPW Mutual Aid

## Emergency Support Function #8: HEALTH AND MEDICAL

### Lead Agencies:

- Emergency Management Director
- Health Officer

### Support Agencies:

- Fire Department
- McGregor EMS
- Police Department

## I. INTRODUCTION

### A. PURPOSE

The purpose of ESF-Health and Medical Services is to ensure the provision of comprehensive health, medical and/or human services to disaster victims, their families and response personnel and to coordinate the supplementation and support to disrupted or overburdened local health and medical personnel and facilities.

### B. SCOPE

ESF #8's responsibilities include, but are not limited to: ensuring and coordinating state medical resources to supplement and support disrupted or overburdened local medical service personnel and facilities; to ensure continued provision of safe food and water supplies; to perform deceased identification and mortuary services operations (fatality management); to provide on-going behavioral health needs to victims, clients, and response workers; and relieving personal suffering and trauma, with a recognition of functional needs populations and the unique services they may require.

Activities associated with ESF #8 include (but are not limited to) the following:

1. HEALTH AND MEDICAL CARE refers to emergency medical services (including field operations and first responders), resident medical and dental care, doctors, nurses, technicians, pharmaceuticals, supplies, equipment, hospitals, clinics, planning, and operation of facilities and services.
2. PUBLIC HEALTH AND SANITATION refers to the services, equipment, and staffing essential to protect the public from communicable diseases and contamination of food and water supplies; development and monitoring of health information; inspection and control of sanitation measures; inspection of individual water supplies; disease vector and epidemic control; immunization; and laboratory testing.
3. BEHAVIORAL HEALTH, to include crisis counseling and psychological first aid, refers to the professional personnel, services, and facilities to relieve mental health and/or substance abuse problems caused or aggravated by a disaster or its aftermath.
4. DECEASED IDENTIFICATION AND MORTUARY SERVICES refers to the identification, registration, certification, and disposition of human remains.
5. Chemical, Biological, Radiological, and Nuclear (CBRN) MONITORING/ACCIDENT ASSESSMENT/PROTECTIVE ACTIONS refers to the monitoring of chemical, biological,

radiation and nuclear contamination, assessing the impact upon the population, food, water, and based on findings, making recommendations for protective actions to ensure the public's safety.

6. MASS CASUALTY INCIDENT refers to any incident in which emergency medical service resources, such as personnel and equipment are overwhelmed by the number and severity of casualties.
7. MASS FATALITY refers to an incident where the number of deaths overwhelms the capabilities of the Chief Medical Examiner's Office and local mortuary providers.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

In most emergency or disaster situations, there may be a sudden and prolonged need of the public for health and medical care. Demand for skilled health professionals is often high in the aftermath of a disaster or emergency, stressing the entire healthcare system from patient transport to hospital-based medical care, and from pharmaceutical services to laboratory testing. Some incidents may also necessitate the need for fatality management. Additionally, disasters impact populations of all types and with different functional needs. This necessitates a careful approach to ensuring access to health, emotional, and medical care for the "at risk" populations.

### B. PLANNING ASSUMPTIONS

1. All emergencies/disasters have a public health related component, and problems related to health and medical can take multiple forms within an incident or be singular in nature.
2. The Chief Medical Examiner (OCME) is the State's Lead agency in a mass fatality incident.
3. Depending upon the type and magnitude of the disaster, the safety of the food and water supply may be jeopardized. Likewise, the lack of sanitation services may pose a threat to the public from a communicable disease perspective.
4. In radiological and other CBRN events, the extent of contamination must be defined and monitored, and assessments must be made on the impact to the public, food, water, and agriculture. Furthermore, protective actions (e.g. sheltering in place, evacuation) and decontamination strategies must be identified to ensure the public's safety and well-being.
5. The population of persons with Functional Needs include, but is not limited to, those who are not self-sufficient or do not have or have lost adequate support from caregivers, family, or friends and need assistance with, but not limited to:
  - a. Activities of daily living such as bathing, feeding, going to the toilet, dressing and grooming;
  - b. Managing unstable, chronic, terminal, or contagious health conditions that require special observation and ongoing treatment;
  - c. Managing medications, intravenous (IV) therapy, tube feeding, and/or regular vital signs;
  - d. Medical readings;
  - e. Dialysis, oxygen, and suction administration;
  - f. Managing wounds, catheters, or ostomies; and,
  - g. Operating power-dependent equipment to sustain life.

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

The Town of Lee has a responsibility to provide health and medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities. The Town of Lee is a member of Strafford County Public Health Network (PHN) which is a collaborative of municipal and health and human service agencies in the region. Through the PHN, these municipalities developed a regional plan to address public health emergencies, the Strafford County Public Health Network Emergency Response Plan. This Plan is on file with the Emergency Management Director. A public health emergency can be caused by natural disasters, biological terrorism, chemical terrorism/accidents, radiological terrorism/accidents, or naturally occurring communicable disease outbreaks.

During these events, the Multi-Agency Coordinating Entity (MACE) will ensure each agency within the region provides resource and status information and will coordinate the efforts of the local EOCs within the region. The local EOCs will be responsible for supporting the MACE in coordination, communications, resource dispatching and tracking, information collection, analysis and dissemination. The primary MACE location is the Rochester Communications Center. The MACE Activation number is Rochester Communications Center at 603-330-7128

#### B. NOTIFICATION AND ACTIVATION

1. This ESF is activated by the Emergency Management Director and/or the Fire Department. The EMD will notify appropriate departments and agencies.
2. As identified the MACE Annex of the Strafford Regional Public Health Emergency Response Annex, activation of the MACE is triggered when:
  - a. More than one Town is involved in a public health incident.
  - b. Town has incident and calls for assistance.
  - c. State contacts region to open POD, ACS, NEHC.
  - d. Threat outside region likely to affect our region.
  - e. A regional shelter has been requested.
3. The MACE is activated by calling the Rochester Communications Center.

#### C. ORGANIZATION

The PHN serves as the Multi-Agency Coordination Entity (MACE) and coordinates local and regional resources during large-scale public health emergencies within the Region.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Participate in preparedness activities with PHN.

#### B. RESPONSE ACTIVITIES

1. Staff the Emergency Operations Center as appropriate to the needs of the emergency.
2. Enlist the support of local health officer, public health network, human service agencies and where appropriate state and federal agencies.

3. Where mutual aid or compacts exist, notify counterparts in neighboring towns and initiate any request for assistance that may be necessary.
4. Initiate the States Disaster Behavioral Health Response Team if appropriate.
5. If there is a public health emergency, the Lee EOC will communicate with and submit resources requests to the regional Multi Agency Coordination Entity.

**C. RECOVERY ACTIVITIES:**

1. Collect data for reimbursement, such as personnel hours, equipment and material used.
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

## **V. ROLES & RESPONSIBILITIES**

1. Coordinate public health emergencies with the MACE.
2. Provide emergency medical treatment functions.
3. Coordinate emergency public health and medical functions.
4. Assess the medical capabilities on hand.
5. Establish medical procedures for evacuees at the shelter(s).
6. Provide situational reports containing the number, type and severity of casualties to the EMD.
7. Perform all administrative and operational functions of the EMS Service.
8. Coordinate medical assistance with area Hospitals, if necessary.
9. Coordinate special population support.
10. Make requests for medical assistance, equipment, supplies and health manpower, as appropriate through the MACE.
11. Liaison with the state Health & Human Services department.

## **VI. REFERENCES**

**A. PLANS**

Strafford County Public Health Network Emergency Response Plan is on file with the EMD.



**Emergency Support Function #9:****SEARCH AND RESCUE****Lead Agencies:**

- Fire Department
- Police Department

**Support Agencies:**

- McGregor EMS
- Highway Department
- Emergency Management Director
- Building Inspector

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function #9 – Search and Rescue (ESF #9) is to provide assistance in the coordination and effective utilization of all available resources in the conduct of Search and Rescue (SAR), to include swift water and flood operations during an emergency/disaster situation.

**B. SCOPE**

Search and Rescue consists of two components:

- Rural and/or Wildland Search and Rescue activities include, but are not limited to emergency incidents involving missing persons, the recovery of victims, locating boats lost in or around inland and coastal waters, water rescue, swift water, flood recovery, locating individuals lost in forest or wildlands, locating downed aircraft, extrication, if necessary, and providing first-aid treatment to victims.
- Urban/Structure Search and Rescue is the process of locating, extricating, recovery, and providing initial medical treatment to victims trapped in collapsed structures or rescuing or removing persons threatened or stranded in harm's way by an emergency or hazardous event when they cannot remove themselves. Additionally, this may include swift water and flood recovery.

**II. SITUATION AND PLANNING ASSUMPTIONS****A. SITUATION**

Search and Rescue (SAR) accounts for lost or trapped humans and household pets. The wide range of and easy access to outdoor recreational activities in the State and the large number of people who participate in those activities results in a significant number of people becoming lost and/or injured or killed every year. The wildland – urban interface situation, which has greatly affected the fire services, has also impacted SAR. People become lost in wildland and suburban areas only a few minutes travel from their home. Additionally, weather related incidents often result in SAR as individuals are stranded, stuck or displaced by the effects of ice, snow, and other types of scenarios.

In addition, most structures in New Hampshire are not built to withstand the effects of major disasters including large, urban fires, seismic activities, building collapses due to heavy snowfall and flooding. Collapsing structures endanger individuals who are unable to escape, trapping them within the confines of the debris.

SAR operations are primarily initiated by local jurisdictions in accordance with local plans. NH Fish and Game has authority to "conduct search and rescue operations in woodlands and inland waters and to provide security at the sites thereof, and to enforce recovery of expenses under RSA 206:26-bb" according to NH RSA 206:26. Requests for additional resources, including special skills, expertise, or equipment are coordinated through requests to the State.

## B. PLANNING ASSUMPTIONS

1. SAR missions will continue to increase as the population, recreational opportunities, and the wildland/urban interface continues to grow.
2. Missing persons are at risk from the elements or trapped in dangerous situations/structures and need to be located as soon as possible.
3. Some SAR activities will result as a request from and coordination with ESF #4 – Firefighting.
4. The various types and venues of search and rescue operations require the expertise, personnel and equipment of a variety of different agencies.

# III. CONCEPT OF OPERATIONS

## A. GENERAL

ESF-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. NH Fish and Game has authority to "conduct search and rescue operations in woodlands and inland waters and to provide security at the sites thereof, and to enforce recovery of expenses under RSA 206:26-bb" according to NH RSA 206:26.

## B. NOTIFICATION AND ACTIVATION

In response to an event that would cause the activation of the local EOC, the EMD request would normally initiate notification procedures.

# IV. PHASED ACTIVITIES

## A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Maintain SAR resource contact information.
2. Purchase SAR equipment as our mission evolves.

## B. RESPONSE ACTIVITIES

1. Coordinate search and rescue operations.
2. Request activation of specialized mutual aid teams (i.e. Swiftwater, Urban SAR, etc.).
3. Collect and maintain situational information (i.e. Number of victims, unmet needs, allocated and requested SAR resources, etc.).

## C. RECOVERY ACTIVITIES:

1. Collect data for reimbursement, such as personnel hours, equipment and material used.

2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.
3. 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 the coordination capabilities between local, state and federal officials to initiate recovery efforts.

## V. ROLES & RESPONSIBILITIES

1. Advise dispatch to notify NH Fish and Game of SAR events.
2. Coordinate and provide collapsed building rescue.
3. Provide investigative services in missing persons cases.
4. Provide direction and control at the EOC.
5. Coordinate with ESF Fire Fighting to provide personnel, equipment and technical assistance.
6. Provide medical assistance in search missions.

## VI. REFERENCES

### A. MOUs/LOAs

Seacoast Chief Fire Officers Mutual Aid

Police Mutual Aid Agreements with surrounding communities

## Emergency Support Function #10: HAZARDOUS MATERIALS

### Lead Agency:

- Fire Department

### Support Agencies:

- Police Department
- McGregor EMS
- Highway Department
- Health Officer

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #10 – Hazardous Materials (ESF #10) is to provide local support in response to, and management of, an actual or potential release of hazardous materials, and oil spills from a natural, manmade, technological disaster, or a terrorist event. ESF #10 also promotes coordination between federal, state and local governments and the private sector during a hazardous material 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. The regional scope includes the Seacoast Technical Assistance Response Team (START) Hazmat Team in containment of HazMat incidents. The N.H. Dept. of Safety, Division of Fire Safety (DFS) / Fire Marshal is the State Lead Agency for ESF #10, but it is recognized that, the Department of Environmental Services (DES) has significant responsibilities, expertise and resources and upon concurrence with DFS may assume the responsibilities of the Lead Agency. Pursuant to its authority under RSA 146-A:4, for incidents involving oil spills that threaten surface water or groundwater, DES will serve as the Lead Agency with respect to cleanup operations.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

The Town of Lee is host to major State and Federal roadways which pose a major threat because of the volume and variety of hazardous materials being transported over them.

For purposes of this appendix, the following definitions apply:

- “Hazardous Materials” is a general term intended to mean hazardous substances, pollutants, and contaminants as defined in the NCP. Hazardous materials include chemical, biological, radiological, nuclear or explosive substances, whether accidentally or intentionally released
- “Oil” means petroleum products and their by-products of any kind, and in any form including, but not limited to, petroleum, fuel, sludge, crude, oil refuse or oil mixed

with wastes and all other liquid hydrocarbons regardless of specific gravity and which are used as motor fuel, lubricating oil, or any oil used for heating or processing. The term "oil" shall not include natural gas, liquefied petroleum gas or synthetic natural gas regardless of derivation or source; (RSA 146-A:2).

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

1. Local government has the responsibility for the protection and well-being of its residents and visitors. However, owners and operators are responsible for response, containment and cleanup. Consequently, local governments, through the designated response agencies, will respond to hazardous material incidents of all types and sizes; make initial assessments as to the severity/magnitude of the situation; and take appropriate first responder protection measures to prevent loss of life, minimize injuries, and property damage.
2. ESF #10 will utilize established HAZMAT organizations, processes, and procedures.

### **III. CONCEPT OF OPERATIONS**

#### **A. GENERAL**

Unified Command will be used to manage ESF #10 assets in the field due to the number and variety of government and private sector organizations that may be involved.

#### **B. NOTIFICATION AND ACTIVATION**

The Fire Department will initiate activation of this ESF.

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

### **IV. PHASED ACTIVITIES**

#### **A. PREVENTION/PREPAREDNESS ACTIVITIES**

1. Preparing an inventory of existing threats using Superfund Amendments and Re-Authorization Act (SARA) Title III, Tier II information.
2. Maintaining personnel and equipment in a state of readiness.
3. Maintaining Pre Plans.
4. Assuring response personnel obtain appropriate training and equipment.
5. Based upon hazardous conditions, conducting hazardous materials incident prevention and safety education activities for the public.

#### **B. RESPONSE ACTIVITIES**

1. A Fire Department designee will locate at the local EOC as soon as possible after notification.
2. Assisting in evacuation of individuals and animals in impacted area
3. Providing personal protective equipment recommendations, as the incident requires.

4. Determine initial and ongoing activities through established intelligence gathering procedures.

**C. RECOVERY ACTIVITIES:**

1. Initiation of recovery operations will occur when feasibly possible and will follow prescribed HazMat response operation protocols.
2. Collect data for reimbursement, such as personnel hours, equipment and material used.
3. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

## V. ROLES & RESPONSIBILITIES

1. Ensure the use of National Incident Management System (NIMS) and Incident Command System (ICS) during all HazMat incidents.
2. Coordinate with ESF-Transportation and ESF-Public Works and Engineering, during HazMat scenarios involving transportation incidents.
3. Monitor contamination of water and sewer systems.
4. Coordinate the provision of site security and access control during HazMat operations.
5. Provide and assist in the evacuation of areas impacted by HazMat incidents.
6. Ensure the health and safety of emergency responders and volunteers.
7. Disseminate recommendations for personal protective actions.
8. Collect and maintain the following ESF status information and coordinate with ESF-Emergency Management to ensure inclusion into the Situation Report (SITREP):
  - a. Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
  - b. Status of evacuation or Shelter-in-Place orders and personal protective actions.
  - c. Staffing and resource capabilities and shortfalls.
  - d. Unmet needs (staff, equipment, etc.)
  - e. Allocation of HazMat resources.
  - f. Status of operation facilities (i.e. staging areas, fixed/mobile command posts)
  - g. Plume modeling information.
  - h. Coordinate with ESF-Health and Medical Services the health and safety of response personnel.

## VI. REFERENCES

**A. MOUs/LOAs**

START Hazmat Team  
 Seacoast Chief Fire Officers Mutual Aid  
 Pre Plans

**Emergency Support Function #11:****AGRICULTURE, CULTURAL AND NATURAL RESOURCES****Lead Agency:**

- Emergency Management Director

**Support Agencies:**

- Police Department
- Fire Department
- Highway Department
- Health Officer

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function #11 – Agriculture, Natural and Cultural Resources (ESF #11) is to support local and State efforts to respond to agricultural incidents, 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 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 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.

**II. SITUATION AND PLANNING ASSUMPTIONS****A. SITUATION**

Agricultural, cultural and natural resource emergencies could involve crops, agricultural wastes/discharge, nurseries, pesticides, orchards, maple groves, animal feed, animal welfare, injured/displaced animals, dead animals, zoonotic disease, public health, wild animal, natural resource and other related issues. These emergencies could also place the state's economy and access to food at risk.

**B. PLANNING ASSUMPTIONS**

1. An emergency or disaster may adversely affect agricultural livestock or poultry; domestic plants or crops; and / or the wild flora or fauna of New Hampshire.
2. Lives of animals may be threatened. As well, the disruption of evacuation or the interruption/destruction of the various businesses involving animals may occur.

3. Substantial damage to domestic or wild plants/crops would have significant and long lasting negative impacts on the state's economy through disruption of food supply, trade, and tourism.
4. A natural, accidental, or intentional introduction of a disease may threaten domestic and/or wild animals or plants.
5. Any zoonotic disease, naturally occurring or intentionally introduced, may threaten public health as well as animal health.

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

1. The EMD will oversee operations for this ESF and coordinate with the appropriate State agencies.
2. ESF #11 ensures that animal/veterinary issues in natural disasters are supported. These efforts are coordinated by N.H. Dept. of Agriculture, Markets, and Food (DAMF).
3. 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. These efforts are coordinated by DHHS and DAMF subject to their respective statutory authorities.
4. Providing for the safety and well-being of livestock.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Developing plans for the protection of animal and plant health and security, including the response to an outbreak of a highly contagious animal/zoonotic disease, and outbreak of a highly infective exotic plant disease or an economically devastating plant pest infestation whether accidentally or intentionally introduced.

#### B. RESPONSE ACTIVITIES

1. Assessing the situation, as requested, to include: the nature, type, amount and location of agricultural, animal or cultural or natural resources in jeopardy or affected, potential and type of exposure; probable direction and time of travel of the contaminants; and the potential impact on human health, welfare, cultural resources, safety and the environment.
2. Providing animal and livestock safety through coordination, as needed, of emergency animal control, sheltering, rescue and stabling for livestock, poultry, rescue and transportation to shelter.
3. Coordinating integration of veterinary medical assistance teams.

#### C. RECOVERY ACTIVITIES:

1. Collect data for reimbursement, such as personnel hours, equipment and material used.



2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

## V. ROLES & RESPONSIBILITIES

1. Coordinate with NH Department of Agriculture, Markets and Foods.
2. Developing and maintaining a database of veterinary medical and non-veterinary medical volunteers and agencies that will provide care assistance.
3. Coordinating communication with ESF #14 concerning the storage of animal and plant-related donated goods preceding a potential disaster and preparation for hay, food, and non-medical large animal supplies.
4. Providing dairy product and producer support and sampling, as necessary and as capable. Identify roles and responsibilities.
5. Assisting in the preparation for storing of donated animal-related relief supplies including hay, food, non-medical supplies. Coordinate with NH Fish and Game for consultation, technical assistance and response to animal health issues involving wildlife and wildlife diseases (disease outbreak, bio-terrorist attack, waste, and carcass disposal, technological accident).

## VI. REFERENCES

MOA with Stratham SPCA

**Emergency Support Function #12:****ENERGY****Lead Agency:**

- Police Department
- Fire Department

**Support Agencies:**

- Highway Department
- Building Inspector
- Emergency Management Director

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function #12 – Energy (ESF #12) is to provide a coordinated response in the restoration of energy services, support emergency response and recovery efforts, and normalize community functions in a disaster area. Support includes, but is not limited to, assessing energy and non-energy utility system damages as well as supplies and requirements to restore such systems and obtaining information on deliverable fuels, supplies and infrastructure.

**B. SCOPE**

ESF #12's primary responsibility is to closely coordinate with regulated fuel (electric, natural gas) utilities and non-regulated, deliverable fuels such as fuel oil, propane gas, kerosene, and transportation fuel utilities operating in the state to ensure the integrity of energy supply systems are maintained during emergency situations; that any damages incurred are repaired; and that services are restored in an efficient and expedient manner.

**II. SITUATION AND PLANNING ASSUMPTIONS****A. SITUATION**

Damage to an energy system may have a rippling effect on supplies, distribution, or other transmission systems. ESF #12 oversight includes the transporting, generating, transmitting, conserving, building, and maintenance of energy system components.

**B. PLANNING ASSUMPTIONS**

1. The occurrence of a major disaster could destroy or damage portions of the state's energy and non-energy systems as well as interfere with energy supplies.
2. Widespread and prolonged electric power failures have occurred in past major disasters and may lead to public and private infrastructure impacts that could severely compromise public safety and jeopardize lives.
3. The transportation, media and telecommunications infrastructure may be impacted.
4. The private sector normally takes the lead in the rapid restoration of infrastructure related services after an event. Appropriate entities of the private sector are integrated into ESF #12 planning and decision-making processes.
5. Owners and operators of private, and public utilities systems shall be responsible for the maintenance and activation of emergency response plans for appropriate allocation of

resources (personnel, equipment and services) to maintain or restore utility service under their control.

### III. CONCEPT OF OPERATIONS

#### A. 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.

#### B. NOTIFICATION AND ACTIVATION

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

#### C. ORGANIZATION

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.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Monitoring weather and hazardous conditions that contribute to increased danger to the public health and safety.
2. Developing and maintaining a database of locations and contact information for ESF #12 resources.

#### B. RESPONSE ACTIVITIES

1. Assessing the situation, as requested, to include:
  - a. Impact of incident upon energy system damages and requirements for restoration;
  - b. Energy supply and demand;
  - c. Response and recovery needs of impacted systems;
  - d. Plans to assist federal, state, local and private sector officials in establishment of priorities to repair damage to infrastructure; and,
  - e. Restoration priorities and schedules established.
2. Providing safety information for the public in coordination with PIO.

#### C. RECOVERY ACTIVITIES:

1. Collect data for reimbursement, such as personnel hours, equipment and material used.
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

### V. ROLES & RESPONSIBILITIES

1. Determine the energy status of affected areas.
2. Coordinate with utility companies.
3. Determine possible energy needs for response.
4. EMD to coordinate the energy needs and status for the Town.
5. Prioritize resource requests and allocations.
6. Determine priority restoration for critical facilities
7. Provide for the safety of personnel.
8. Provide back-up power and communications.

## REFERENCES

None

## Emergency Support Function #13: PUBLIC SAFETY AND LAW ENFORCEMENT

### Lead Agency:

- Police Department

### Support Agencies:

- Fire Department
- McGregor EMS
- Highway Department

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #13 – Public Safety and Law Enforcement (ESF #13) is to establish procedures for the command, control and coordination of all State law enforcement personnel and equipment to support local law enforcement agencies and state activities during emergencies.

### B. SCOPE

Local law enforcement officials are responsible for enforcement of laws, traffic control, investigation of crimes, and other public safety activities within their jurisdictions. State assets which may be committed are primarily those of the Department of Public Safety, Division of State Police, Office of the Fire Marshal, Marine Patrol, Department of Resources and Economic Development (DRED), Department of Fish & Game, Office and the Department of Corrections, NH State Liquor Commission with support from several other state departments/agencies. Upon request, the N.H. National Guard may also accept some security activities.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

The Police Department has 9 full-time law enforcement officers 1 part-time officer and 1 administrative assistant. 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 have Written Directives 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 Strafford County Sheriff's Department and/or New Hampshire State Police. The Police Station has emergency back-up power.

When an emergency situation is anticipated or occurs, Rockingham Dispatch will dispatch personnel from the Lee Police Department to the affected area to establish mutual aid liaisons and respond to the incident. Those personnel will coordinate any requests for additional law enforcement resources (local, county or State) from within the affected area).

**B. PLANNING ASSUMPTIONS**

The Lee Police Department and support agencies will coordinate with all supporting departments/agencies, municipalities, districts, mutual aid compacts and state and federal organizations who may support ESF #13 to ensure operational readiness prior to, during or after an incident, emergency, or disaster. The emergency may require HAZMAT, Search & Rescue, investigations and other specialized responses that may rely upon assistance from ESF #13.

**III. CONCEPT OF OPERATIONS****A. GENERAL**

The Chief of Police is responsible for law enforcement activities within the Town of Lee and will retain incident command and control. Some incidents may require Unified Command with the Lee Fire Department. When State law enforcement personnel and equipment are committed, a member of the NH State Police (NHSP) will be assigned to coordinate state activities with the local law enforcement officer in charge.

**B. NOTIFICATION AND ACTIVATION**

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
- 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.

**IV. PHASED ACTIVITIES****A. PREVENTION/PREPAREDNESS ACTIVITIES**

1. Provide trained personnel.
2. Establish operational protocols and procedures for law enforcement and security services.

**B. RESPONSE ACTIVITIES**

1. Assessing the situation, as requested, to include:
  - a. Potential impact on human health, welfare, cultural resources, safety and the environment;
  - b. Types, availability, and location of response resources, technical support, and firefighting and cleanup services needed; and,
  - c. Priorities for protecting human health, safety, welfare, resources, environment.
2. Supporting requests for investigations and inspections as needed.
3. Assisting in evacuation of individuals and animals in impacted areas.
4. Providing public safety and law enforcement information for the public in coordination with PIO/JIC.
5. Assisting, as requested, to help provide temporary access/egress and security of critical facilities/key resources (as requested) and emergency routes as necessary for passage of emergency response personnel and evacuees or surge populations.
6. Assisting with security for response personnel, as requested.

#### **C. RECOVERY ACTIVITIES:**

1. Collect data for reimbursement, such as personnel hours, equipment and material used.
2. Identify and track any lost or damaged equipment and record any personnel injuries or equipment accidents.

### **V. ROLES & RESPONSIBILITIES**

1. Provide necessary law enforcement services.
2. Provide emergency crowd and traffic control.
3. Assist in public warning and alerting procedures.
4. Activate law enforcement mutual aid.

### **VI. REFERENCES**

#### **A. MOUs/LOAs**

The Police Department maintains mutual aid agreements with all contiguous towns, Strafford County Sheriff's Department and NH State Police.

## Emergency Support Function #14: VOLUNTEERS AND DONATIONS

### Lead Agency:

- Emergency Management Director
- Town Administrator

### Support Agencies:

- Board of Selectmen
- School District
- MacGregor EMS

## I. INTRODUCTION

### A. PURPOSE

The purpose of Emergency Support Function #14 – Volunteer and Donations Management (ESF #14) is to facilitate and coordinate communication and activities of volunteers and voluntary agencies responding to a declared state emergency, and to describe the processes used to ensure the most efficient and effective recruitment and use of unaffiliated volunteers, unaffiliated organizations and unsolicited donated goods, services and monies to support organizations prior to, during and after incidents/emergencies requiring a state response.

### B. SCOPE

ESF #14 provides the coordination and delivery of volunteer efforts, organizations and donations by facilitating the expeditious delivery of donated goods, services and funding available within the network of New Hampshire Voluntary Organizations Active in Disaster (NHVOAD) agencies.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

A significant natural or man-made event beyond the capability of local jurisdictions to respond may result in an impact on local manpower and resources necessitating an organized recruitment effort, and/or an overwhelming public response that may require an organized utilization and coordination of volunteers and donations. Preplanned volunteer and donations management strategies will reduce problems associated with spontaneous, unaffiliated volunteer response, identifying sources for specialized volunteer needs and assist in the coordination of offers of unsolicited goods and services.

The Town of Lee should coordinate with the local Lee Volunteers, community and faith-based organizations, volunteer centers, and private-sector entities through local Citizen Corps Councils and local or Community Voluntary Organizations Active in Disasters (VOADs) to participate in preparedness activities, including planning, establishing appropriate roles and responsibilities, training, and exercising.

### B. PLANNING ASSUMPTIONS



1. Once emergency conditions are known, individuals and relief organizations from inside and outside the impacted area will begin to collect materials, funds and supplies to assist the devastated area.
2. Individuals and organizations will feel compelled to go to or donate offers of assistance. Similarly, the impact of the emergency will be such that current resources are overwhelmed and services will be sought from outside sources. When these situations occur, a need for an organized response is imperative.
3. Non-useful and unwanted donations should be expected. To prevent an overabundance of these items, coordination through Volunteer NH is essential. In the event that these items need to be disposed of, the State of NH will assist in the proper disposal.

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

A coordinating group comprised of the Emergency Management Director, voluntary organizations and Regional/State agencies will be activated to facilitate the provision of volunteers and donations based on assessed needs.

#### B. 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 report to the EOC.

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Identify processes for volunteer recruitment, donation receipt, tracking and acknowledgement.
2. Identify prospective staging areas for volunteers and donations.

#### B. RESPONSE ACTIVITIES

1. Determine volunteers and donation needs and available resources
2. Maintaining accurate records of all volunteers utilized.
3. Maintain log of volunteer and donation actions.

#### C. RECOVERY ACTIVITIES:

1. Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate volunteer and donation needs.

### V. ROLES & RESPONSIBILITIES

1. Conduct just-in-time training for volunteers.
2. Manage a system to log, track and assign volunteers.
3. Coordinate with the EMD to request/delegate volunteer resources.
4. Ensure the sanitation of donated items.
5. Credential volunteers, as required.

### VI. REFERENCES

None

**Emergency Support Function #15:****PUBLIC INFORMATION****Lead Agency:**

- Emergency Management Director
- Police Department
- Fire Department

**Support Agencies:**

- Highway Department
- McGregor EMS
- Town Administrator
- Board of Selectmen
- School District

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function #15 - Public Information (ESF #15) is to disseminate information on emergencies to the general public through the media. It is concerned with information in which local governments have requested State assistance, to coordinate, prepare and disseminate all emergency-related information through the media and other communication vehicles, including through public information lines established in support of the emergency. ESF #15 must develop and implement strategies:

1. Instilling confidence in the community that all levels of government are working in partnership to restore essential services and help individuals begin to put their lives back together;
2. Working with the media to promote a positive understanding of federal, state and local response, recovery and mitigation programs;
3. Providing all target markets with equal access to timely and accurate information about disaster response, recovery and mitigation programs;
4. Managing expectations so that disaster victims have a clear understanding of all disaster response, recovery and mitigation services available to them; and
5. Supporting local efforts to reach disaster victims with specific program information.

**B. SCOPE**

ESF #15 is responsible for the development and dissemination of a variety of information, education, and instructions to the general public, government officials and the news media through direct contact, briefings, presentations, news releases and advisories, websites, social media postings, establishment of a Joint Information System (JIS) and Center and oversight of public inquiry lines established in or for the support of emergency management activities.

Support includes, but is not limited to: serving as the official spokesperson (when designated) concerning emergency management activities and involvement in emergency response and recovery operations; serving as the primary point of contact for the media and public;

overseeing the Joint Information System (JIS), including the Joint Information Center (JIC); and coordinating community relations/outreach efforts as part of the Town's emergency preparedness, response and recovery operations.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

During a disaster or emergency, the means of dispersing public information to affected populations may be severely affected by overwhelming demand and/or damage to local media or infrastructure caused by a disaster. State assistance may be required to supply critical information. In addition, information circulated by others may often be vague, erroneous, or contradictory. The public will demand information in order to evaluate their situation, make appropriate plans for response and to lessen the anxiety that may occur. The development and dissemination of appropriate information is not only important for affected populations but also those outside the impacted area seeking information on loved ones possibly involved in the incident or to determine ways in which they may help.

### B. PLANNING ASSUMPTIONS

1. The public needs timely and accurate information for protection of life and property during preparedness for, response to and recovery from a disaster or emergency situation.
2. The level of preparedness will affect the public's perception of the emergency or disaster. Tourists will feel particularly vulnerable if they are unaware of the hazards or planned responses of the area.
3. The event may require numerous responding agencies to provide instructions and information. A comprehensive and collaborative approach to information sharing is vital.
4. The State may start or engage a current public information system to augment or enhance local capabilities or when requested by a local agency. A joint information system (JIS) may be initiated by the state to report on the State's preparedness, response, recovery and/or mitigation activities.
5. Preservation of life and property may hinge upon instructions and directions given by authorized State officials.
6. Establishing and maintaining an effective rumor control mechanism will help clarify emergency information to the public.
7. Some events can bring many reporters, photographers, and camera crews into the area which will create a heavy demand upon the emergency public information organization. All emergency workers should be instructed to refer inquiries to public information staff.
8. The public will utilize various venues to gather information including internet and social media outlets.
9. Some incidents will attract interest from government officials and other VIPs. A coordinated approach to meeting the needs of the VIPs and the responding agencies can best be accomplished by scheduling visits through the Joint Information Center. Detail any planning assumptions specific to this ESF.

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

1. Public Information will be coordinated through the EOC with Town Departments. If a Joint Information Center is established, public information will be provided through that facility.
2. Agencies involved in the response should assign one lead representative to coordinate information from their agency with other PIO members.
3. Public information and messaging should be made available to all populations, including those with functional or specialized needs. Alternate strategies will need to be developed to ensure these populations receive the most current and critical information in a timely manner.

#### B. NOTIFICATION AND ACTIVATION

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.

Methods of notifying the public include:

- E911/Code Red/NH Alerts
- Social Media (FB)
- News Media outlets
- Police Cell Phone App with Traffic incident perimeters
- Digital Message Boards (3)
- Town Email Blast
- Town Website
- School emergency notifications
- Local Access Cable Channel
- Door to Door Notification

### IV. PHASED ACTIVITIES

#### A. PREVENTION/PREPAREDNESS ACTIVITIES

1. Provide Public Information Officer training and materials for PIO candidates.
2. Identify available methods of communication to all populations.
3. Explore information strategies including internet and social media.
4. Maintain a list of media contacts.
5. Prepare pre-scripted materials

#### B. RESPONSE ACTIVITIES

1. EMD activate public warning systems through Code Red/NH Alerts and other methods.

2. During public health emergencies, coordinate with the MACE to establish a Joint Information Center.

**C. RECOVERY ACTIVITIES:**

1. Continue to coordinate PIO activities with support and partner agencies as necessary.

## **V. ROLES & RESPONSIBILITIES**

1. Provide trained personnel to serve as representatives at the EOC and for the PIO role.
2. Prepare news releases, to be approved by EMD and other involved agencies.
3. Implement public information messaging for all populations utilizing available Town, regional and state resources.
4. Support in the development of situation reports.
5. Coordinate with the School and other support agencies.
6. Provide subject matter experts as needed.
7. Schedule media briefings and identify an appropriate location for media briefings.

## **VI. REFERENCES**

**A. LISTINGS**

Media Contact in Appendix C Resource List

**Emergency Support Function #16:****MILITARY SUPPORT****Lead Agency:**

- Police Department

**Support Agencies:**

- Fire Department
- Emergency Management Director

**I. INTRODUCTION****A. PURPOSE**

The purpose of this annex is to provide a framework for coordination of military support to civil authorities throughout New Hampshire in times of a major emergency or catastrophic disaster.

**B. SCOPE**

Emergency Support Function (ESF) 16 at the State EOC will coordinate National Guard Support of Civil Authorities (NGSCA) and Defense Support of Civil Authorities (DSCA) through the Director of Military Support (DOMS) office. The Governor has the authority to order all or any part of the NHNG (Army and Air) onto State Active Duty (SAD) to assist State and local officials. The Governor may request Federal Title 32 funding once the NHNG is ordered to SAD. When directed by the Governor, or designee, the Adjutant General of New Hampshire (TAGNH) will deploy military assets to assist civil authorities.

**II. CONCEPT OF OPERATIONS**

This annex will be activated at the direction of the Governor and the State EOC when there is potential for or an actual disaster situation or planned event requiring military resources to assist in consequence management operations.

**A. GENERAL**

1. The NHNG is responsible for the coordination of all ESF 16 administrative, management, planning, training, preparedness, and mitigation, response, and recovery activities to include developing, coordinating, and maintaining the ESF- 16 SOP and the NHNG All Hazards Plan.
2. Supporting agencies will assist the NHNG in planning and execution of the above.
3. As an emergency develops or upon the occurrence of a disaster, the NHNG will dispatch the ESF 16 support cell to the State Emergency Operations Center (SEOC). The Support Cell will consist of a Mission Assignment Coordinator (MAC), Liaison Officer (LNO), and the DOMS when appropriate.

**B. ORGANIZATION****1. Operational Facilities/Sites:**

- a. NHNG Joint Force Headquarters (JFHQ) JFHQ/State Military Reservation is where The Adjutant General (TAG) is located; 1 Minuteman Way, Concord,

NH. There are also 18 Satellite locations throughout New Hampshire.

2. **Field Operations:** ESF 16 may serve in Field Operations for deployment or standby status. As activation of these activities usually occurs early in an event, its activation sequence should be prepared for in the first hours of an event.
3. **Federal Resources:** ESF 16 will coordinate mission tasking with the DCE, when the State of New Hampshire requests Department of Defense (DoD) resources or assistance.

#### C. NOTIFICATION AND ACTIVATION

1. HSEM will notify the lead agency points of contact when there is an immediate or anticipated SEOC activation requiring ESF 16 representation.
2. ESF 16 agencies will make notifications to their appropriate regions, districts, local offices, etc.
3. The above notification process will be utilized for all phases of activation and activities in which the ESF 16 will be involved.

### III. ROLES & RESPONSIBILITIES

1. Lee EOC provide trained personnel to serve as representatives at the EOC and for coordination the NH HSEM and military support personnel.
2. Prepare news releases, to be approved by EMD and the Joint Information Center.
3. Support in the development of situation reports.
4. Provide subject matter experts as needed.

### IV. REFERENCES

NONE

**Emergency Support Function #17:****CYBER SECURITY****Lead Agency:**

- Back Bay Network

**Support Agencies:**

- Town Administrator
- Emergency Management Director
- Police Department
- Fire Department
- McGregor EMS
- Highway Department
- Board of Selectmen

**I. INTRODUCTION****A. PURPOSE**

ESF 17 provides a means of defining, specifying, and maintaining the functions and resources required to ensure timely and consistent actions, communications, and response efforts. Additionally, ESF 17 ensures appropriate coordination and inclusion of necessary state, federal, and local agencies and private industry, in order to minimize the impact of a cybersecurity incident. Significant cybersecurity incidents may occur independently or in conjunction with disaster emergency operations and potentially could impact public health, safety, or critical infrastructure.

**II. CONCEPT OF OPERATIONS**

This ESF will be activated at the direction of the Town Administrator when there is potential for or an actual disaster situation or a planned event affecting cybersecurity.

**A. GENERAL**

1. ESF 17 can be partially or fully activated, depending on the demands of an incident. The full activation of ESF 17 will be a joint decision between the EMD and Town Administrator.
2. Not all cyber incidents will require standing up the EOC, even if ESF 17 has been engaged. The State has resources and expertise that can be used to supplement local and private sector efforts. Depending on the magnitude of the incident, resources from other states or the federal government may not be available for use in New Hampshire for as long as 72 hours after a cyber incident is detected.

**B. ORGANIZATION****1. Operational Facilities/Sites:**

- a. New Hampshire Cyber Integration Center (NH-CIC-E and NH-CIC-W)
- b. Lee Emergency Operations Center

**2. Federal Resources:** When ESF 17 anticipates or has a need for resources not



otherwise available, action will be taken to secure such resources through the *National Response Framework* (NRF) or some other federal source. This request should be coordinated through the State EOC Planning Chief, as required.

The DHS/CISA National Cybersecurity and Communications Integration Center (NCCIC), [NCCIC@hq.dhs.gov](mailto:NCCIC@hq.dhs.gov), (888) 282-0870, provides the following:

- a. Information exchange
- b. Training and exercises
- c. Risk and vulnerability assessments
- d. Data synthesis and analysis
- e. Operational planning and coordination
- f. Watch operations
- g. Incident response and recovery

### C. NOTIFICATION AND ACTIVATION

1. The Town Administrator will notify all Department Heads when a cyber security incident or event has occurred in any Town Department.
2. At the State level:
  - a) DOIT will notify HSEM when a cybersecurity event or incident is classified at Level 1 on the State Cyber Severity Matrix.
  - b) HSEM will notify the lead agency points of contact when there is an immediate or anticipated SEOC activation requiring ESF 17 representation.
  - c) The lead agency will then notify the support agencies and determine coverage for the ESF 17 desk in the SEOC.

## III. ROLES & RESPONSIBILITIES

1. Departments will provide Subject Matter Experts (SMEs) to support ESF 17 in the EOC.
2. Departments will maintain inventories/databases, status of availability, and procedures to obtain access to and use of their cybersecurity assets.
3. Participate in the evaluation and mission assignment of ESF 17 resource requests submitted to the EOC, including resources that are available through mutual aid agreements, compacts, contracts, etc.

## IV. REFERENCES

CONTRACT WITH BACK BAY

**Emergency Support Function #18:****BUSINESS AND INDUSTRY****Lead Agency:**

- Emergency Management Director

**Support Agencies:**

- Fire Department
- Police Department

**I. INTRODUCTION****A. PURPOSE**

The purpose of Emergency Support Function 18 – Business and Industry is to provide a framework for coordination and cooperation among public and private sector partners before, during and after disasters, emergencies or planned events in Lee. Close collaboration between public and private sector partners throughout all phases of emergency management improves community resilience and ensures effective use of resources during emergencies

**II. CONCEPT OF OPERATIONS**

This ESF will be activated when there is potential or actual disaster situation or planned event affecting the Town that requires coordination between public and private sectors.

**A. GENERAL**

1. Coordinate ESF 18 activities in the EOC during periods of activation by developing and maintaining the ESF 18 staffing schedule.
2. Coordinate evaluation and performance of mission/task requests.
3. Ensure the status of committed and uncommitted resources is tracked during activation of the SEOC.

**B. ORGANIZATION**

1. **Operational Facilities/Sites:**
  - a. Lee Emergency Operations Center
2. **Federal Resources:** When ESF 18 foresees or has a need for resources not otherwise available, action will be taken to secure such resources through the National Response Framework (NRF) or some other federal source. This request should be coordinated through the State EOC Planning Chief and Logistics Chief, as required.

**C. NOTIFICATION AND ACTIVATION**

1. The EMD will notify the Board of Selectmen where there is, or will be an EOC activation requiring ESF 18 representation.
2. ESF 18 agencies will make notifications to their appropriate regions, districts, etc.

### III. ROLES & RESPONSIBILITIES

1. Coordinate with ESF 18 partners and allies to provide information on known available business and industry assets.
2. Provide input on operational needs for restoration of business and industry during the emergency.
3. Assist in the identification of businesses and industry needing immediate assistance.
4. Develop and maintain listings of commercial and industrial suppliers of services and products to include points of contact associated with business and industry related functions.
5. During response and initial recovery, assist HSEM in conducting business registration for post- disaster reentry.
6. Maintain situational awareness of business and industry operations and provide updates to EOC and State EOC.
7. Coordinate post-event marketing efforts to recover tourism business.

### IV. REFERENCES

NONE



**ANNEX B**  
**EMERGENCY OPERATIONS CENTER (EOC)**  
**GUIDELINES AND CHECKLISTS**

*INTRODUCTION* ..... 1

*EOC OPERATIONAL LEVELS* ..... 1

EOC ACTIVATION PROCEDURES ..... 1

EOC BRIEFING GUIDELINES ..... 4

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    Town Administrator ..... 13

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    Public Information Officer (PIO)..... 15



## **INTRODUCTION**

This Annex outlines the sequence of steps for activating the EOC, depending on the threat. Note that many steps will apply whenever you decide to activate the EOC, regardless of the nature of the threat. What will vary from situation to situation will be the number of persons involved and the functions activated.

One of the first tasks in any emergency is to quickly assess the situation to determine if its size or severity warrants activating the EOC. The EOC goes into operation when the appropriate officials decide that the situation is serious enough to require a coordinated and other-than-routine response. Obviously, the EOC does not become operational for all emergencies.

## **EOC OPERATIONAL LEVELS**

**STEADY STATE:** Routine operations with no event or incident anticipated.

**ENHANCED MONITORING:** Incident or event requires increased monitoring and coordination. All ESFs are alerted. The EOC is activated and staffed by the Emergency Management Director and PIO if appropriate.

**PARTIAL ACTIVATION:** Incident or event has developed that requires coordination with ESFs. The local EOC is partially activated. All ESFs are notified and requested, as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation.

**FULL ACTIVATION:** Incident of such magnitude that requires extensive response and recovery efforts to a major life threatening and/or property damaging event. 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.

## **EOC ACTIVATION PROCEDURES**

### **a. Alert EOC personnel**

See Appendix C (Resource List) for Contact Information of EOC Personnel.

**b. Activate communications equipment**

Test communications equipment:

- ☐ Local Dispatch
- ☐ Rockingham County Dispatch Center
- ☐ Telephones
- ☐ Computer / Internet / WiFi
- ☐ Backup generator

**c. Enact the message flow system (recording messages)**

It is important to have an effective message system that allows for a disciplined flow of incoming and outgoing messages. This system is a method that ensures the following, at a minimum:

- ☐ Exact and detailed recording of an incoming message
- ☐ Directing this message to the EOC staff person best suited to respond
- ☐ Coordinating the decision to allocate resources
- ☐ Allocating the resources or requesting additional ones
- ☐ Recording the action(s) taken
- ☐ Notifying the sender of the message of the action taken
- ☐ Ideally, an operations officer routes the completed incoming messages to the appropriate staff person and makes sure each incoming message gets the attention it needs.
- ☐ Identify a "runner" if needed.

**d. EOC Setup**

When possible, maps should be available and already posted at the Emergency Operations Center. The EOC will be set up at the Public Safety Building where it has all the supplies/ maps / generators / projections screen, etc.

**e. Logs & status boards**

Maintain the following:

- ☐ Chronological Event Logs
- ☐ WebEOC
- ☐ Status Boards (shelter locations, # occupants, roads impassable, locations without power, etc.)

f. **Prepare a shift schedule**

If the EOC is to operate for any length of time, make sure the personnel in the EOC have the needed breaks and their active time does not exceed a reasonable span of time. While it is impossible to set a schedule of breaks, it is critical that staff working under intense pressure take regular breaks to maintain their sharpness. You may have to encourage some over-zealous staff that are caught up in the excitement to take a break. Do not hesitate to do so if it looks like fatigue is setting in. If it seems that the operation will extend beyond one day, you will need a second shift to relieve the first shift. Specify the length of the shift and the names of everyone who is to serve and on which shift.

g. **Announce the briefing schedule**

It is important to announce and post the briefing schedule as soon as the EOC activates. Briefings should occur on a regular basis such as when shifts change, when there is a sudden change in events, or before making a major decision or releasing potentially disturbing information to the public or the media. A suggested EOC briefing outline is included in this Annex.

The local news media also needs a briefing schedule so that they know when to expect a report from the EOC. A media schedule will provide them with important information and help keep the media from interfering with EOC operations.

h. **Provide staff necessities**

If you know the EOC will be in operation for some time, make sure you have appropriate food, beverages, housekeeping provisions, and basic medical supplies.

Depending on your situation, you should make arrangements with caterers or other community food sources used to preparing meals for large groups. While you can stockpile drinks and housekeeping and medical supplies, fresh food poses a different challenge.

i. **EOC Security**

In order to carry out an effective response to an emergency or disaster, the EOC must function without interference from those who are not part of the emergency management team.

As soon as the EOC goes into emergency status, implement a check-in procedure. Ensure everyone entering the EOC signs in an Attendance Log Sheet.

The EOC should have a security person on duty. Each member of the EOC staff should have identification so that security knows whom to admit.

## **EOC BRIEFING GUIDELINES**

1. Situation Assessment:
  - Present and future situation
  - Current operations (Local and State EOC)
2. Objectives:
  - Short Term
  - Operational Period
  - Execution of Objectives with timelines
3. Logistics:
  - Determine needs
4. Communications
5. Safety
6. Chain of Command
7. Briefing from each Section Chief / Department Head
8. Time/Date/Location of next briefing





## CHRONOLOGICAL EVENT LOG

Position:	
Name:	
Date:	Location:
Time	Activity

# EOC PERSONNEL CHECKLISTS

# Emergency Management Director

## EOC Checklist

Action	Date/Time
Consult with key departments to determine the extent of Emergency Operations Center activation (i.e. Partial of Full and what staff should report to the EOC).	_____
Ensure EOC is properly set up and ready for operations (see Pg. 3 of this Annex).	_____
Initiate Chronological Event Log (file all event records in the EOC Event Log)	_____
Assign a scribe to record major events and control messaging in and out of the EOC.	_____
Set up and maintain status board and maps in the EOC	_____
Assign an individual as EOC Dispatcher to monitor and operate the EOC Communications and keep record of all transmissions.	_____
Contact the State EOC via WebEOC or 271-2231 or 800-852-3792 to notify HSEM of the EOC activation and status of situation.	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
Notify appropriate Town personnel of activation of Emergency Support Functions and to stand by for further instructions.	_____
Based on current status reports, establish initial strategic objectives for the event.	_____
Monitor general staff activities to ensure that all appropriate actions are being taken.	_____
In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.	_____
Make arrangement to feed emergency workers if the duration of the event requires.	_____
Conduct periodic briefing for EOC Staff.	_____



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Establish a schedule for 24-hour EOC staffing.

\_\_\_\_\_

---

Report activities and make resource requests in WebEOC.

\_\_\_\_\_

---

Review ESF sections that are, or may be, activated.

\_\_\_\_\_

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Prepare for notice of escalation or reduction of operational level.

\_\_\_\_\_

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Upon termination of the event, provide a copy of all emergency event related documentation. Notify the State EOC of demobilization. Prepare information for the After Action Report.

\_\_\_\_\_

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# Fire Department

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Proceed to the Lee EOC, or assign the next available high ranking officer.	_____
Track events in the Chronological Event Log.	_____
Assess availability of personnel and equipment.	_____
Refer to specific Fire Department <i>Standard Operating Guidelines (SOGs)</i>	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
Assign personnel to the following positions (if available):	_____
<i>Radio:</i> Assign an individual to monitor radio.	_____
<i>EOC Communications:</i> Assign an individual as EOC Dispatcher to monitor and operate the EOC Communications and keep record of all transmissions.	_____
<i>Telephone:</i> Assign individual to answer phone. Information request from citizens should be referred to the Public Information Officer. All other communications should be directed to the EMD. (Maintain a log of phone calls and times)	_____
Inventory emergency response equipment and personnel. Notify the EMD of any deficiencies.	_____
If required to leave the Lee EOC, appoint the next available officer to staff the EOC. Inform the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to the Fire Department	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation. Demobilize personnel. Prepare information for the After Action Report.	_____

# EMS

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Proceed to the Lee EOC, or assign the next available high ranking officer.	_____
Track events in the Chronological Event Log.	_____
Review the EMS Roster to establish personnel availability.	_____
Refer to specific EMS and MCI Standard Operating Guidelines	_____
Inventory emergency response equipment. Notify the Emergency Management Director of any deficiencies.	_____
If required to leave the Lee EOC, appoint the next available officer to staff the EOC. Inform the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to the Fire Department	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation. Demobilize personnel. Prepare information for the After Action Report.	_____

# Police Department

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Assign an Officer to the EOC to monitor Police Communications.	_____
Establish security at the Lee EOC, as necessary.	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
Track events in the Chronological Event Log.	_____
Notify additional Police Department personnel as required to report to the Lee EOC.	_____
Assess availability of personnel and equipment.	_____
Review Traffic Control Points along with available personnel and resources. Report shortages to the EMD.	_____
If evacuation is recommended, dispatch available personnel to designated traffic control points.	_____
Inventory emergency response equipment and personnel. Notify the EMD of any deficiencies.	_____
If required to leave the Lee EOC, appoint the next available person in the line of succession to staff the EOC. Notify the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to the Police Department.	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation. Demobilize personnel. Prepare information for the After Action Report.	_____

# Highway Department

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Proceed to the Lee EOC, or assign the next available high ranking officer.	_____
Track events in the Chronological Event Log.	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
Provide current status of local evacuation routes and assess the impact of current and forecasted weather conditions, and report findings to the EMD.	_____
Notify additional personnel or contractors, as required to assist operations as needed.	_____
Provide personnel and/or equipment, as required for emergency maintenance of evacuation routes, transportation, etc.	_____
Provide traffic control devices as requested by the Police Department.	_____
Inventory emergency response equipment. Notify the EMD of any deficiencies.	_____
If required to leave the Lee EOC, appoint the next available officer to staff the EOC. Inform the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to Public Works.	_____
For listing of equipment and up-to-date list of participating Public Works Mutual Aid towns visit the website: <a href="http://www.t2.unh.edu/ma/">http://www.t2.unh.edu/ma/</a>	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation.	_____



# Town Administrator

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Proceed to the Lee EOC, as requested by the EMD.	_____
Act as Public Information Officer (PIO), when requested by the EMD.	_____
Initiate Chronological Event Log.	_____
Coordinate with the EMD to obtain event status.	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
Conduct a staff meeting (via phone if needed) with other town officials. Request input from each department relative to their readiness to respond to the event.	_____
Coordinate with Town Treasurer to procure funds and resources necessary to implement response activities.	_____
If required to leave the Lee EOC, appoint the next available representative to staff the EOC. Inform the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to the Board of Selectmen.	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation. Demobilize personnel. Prepare information for the After Action Report.	_____

# Building/Health/Code

## EOC Checklist

Action	Date/Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	_____
Proceed to the Lee EOC, or assign the next available high ranking officer.	_____
Track events in the Chronological Event Log.	_____
Track expenses (i.e. personnel time, supplies, equipment, etc.)	_____
1. Establish communications with the MACE, as the situation warrants. MACE location is the Stratham Fire Department. Requests to activate the MACE are through Merrimack County Sheriff's Department at 603-225-5584 or 603-225-5453.	_____
If requested by the MACE or NH Department of Health and Human Services (DHHS), act as a liaison in public health matters between the Town and state agencies.	_____
If requested by the MACE or NH Office of Community and Public Health (OCPH), act as a liaison in radiation-related public health matters between the Town and state agencies.	_____
Provide assistance and guidance to the EMD and other department heads in health-related areas.	_____
In conjunction with the Fire Chief, ensure that emergency workers do not exceed state exposure Protective Action Guides.	_____
If required to leave the Lee EOC, appoint the next available officer to staff the EOC. Inform the EMD of this change.	_____
Refer to ESF sections in the EOP for responsibilities related to the Building/Health/Code.	_____
Stand by for notice of escalation or reduction of operational level.	_____
Upon termination of the event, provide a copy of all emergency event related documentation. Demobilize personnel. Prepare information for the After Action Report.	_____

# Public Information Officer (PIO)

## EOC Checklist

Action	Date/Time
Obtain briefing from EMD or Incident Commander:	
Determine current status of the event	
Determine point of contact for the media	
Determine current media presence	
Assess the need for special alert and warning efforts. Include functional needs populations (i.e. hearing impaired, non-English speaking population, etc).	
Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:	
<p style="text-align: center;"><b>Sample Initial Information Summary</b></p> <p>We are aware that an <i>[accident/incident]</i> involving <i>[type of incident]</i> occurred at approximately <i>[time]</i>, in the vicinity of <i>[general location]</i>. <i>[Agency personnel]</i> are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at <i>[location]</i>, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.</p>	
Arrange for necessary work space, materials, telephones, and staff.	
Establish contact with local and national media representatives, as appropriate.	
Establish location of Information Center for media and public away from Command Post.	
Establish and post schedule for news briefings.	
Obtain approval for information release from Incident Commander or EMD.	
Release news to media, and post information in Command Post, local EOC and other appropriate locations.	
Respond to special requests for information.	
Confirm the process for the release of information concerning incident-related injuries or deaths.	



# ANNEX C

## SHELTER OPERATIONS

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## **INTRODUCTION**

Natural disasters and human caused events often require the establishment of an emergency shelter to provide mass care and shelter to affected residents. Shelter can be of a temporary nature, requiring a limited shelter staff and resources, providing a place for warming and charging of electronics. Other emergencies may require long term (days to weeks) mass care and shelter with extensive local/regional resources required. In New Hampshire, communities are faced with preparing for a small scale local shelter, to a large scale/long term regional shelter; and all off this with the assumption that American Red Cross may, or may not, be able to support the local/regional shelter. The Town of Lee is planning for all of the above scenarios. This Shelter Annex identifies the accommodations of both local and regional shelters, operated by local/regional personnel and/or the American Red Cross.

### **1. ACTIVATION**

Activation of a shelter will be made through a local request from the Lee EOC. When the Town of Lee is anticipating an emergency incident that could result in the need for shelter activation, the EMD with support from EOC staff will develop a preliminary plan for shelter activation and assess sheltering needs based on the incident's impact. The EMD will identify the need for a shelter, in coordination with Town Departments and the Oyster River School District. The Lee EOC will contact the appropriate agencies to assist in shelter operations.

### **2. SHELTER LOCATION**

Overnight sheltering can be established at the Oyster River High School or a regional shelter. If a regional shelter has been established, the Town would work with regional partners as necessary. The Town has established the Public Safety Complex for daytime only warming/cooling/charging center.

### **3. PERSONNEL AND EQUIPMENT**

Shelter staff for a local or regional shelter will be provided by municipal personnel and volunteers. Shelter equipment will be provided through the Local EOC, the State EOC or American Red Cross, if available.

### **4. MEDICAL POLICY**

Medical care, beyond basic first aid, is not a requirement at shelters. Those with acute medical needs or requiring skilled nursing care can be transferred to a hospital or nursing facility (this requires pre-planning/MOUs) or, if they are receiving care at home (e.g. daily visits to change wound dressing, check IVs, etc.) their care provider should continue care at shelter since the shelter is the patient's temporary home. Basic first aid will be provided at the Shelter.

### **5. FOOD AND WATER**

Food and water will be provided as designated by EOC. The Food Pantry at the Lee Congregational Church, NH Food Bank and/or the NH Chapter of the American Red Cross, as available, will provide food and water for the local shelter.

## 6. ANIMAL SHELTER

Currently, the Town does not have a formal plan for sheltering pets. People are encouraged to bring their own crates and pets supplies to the regional shelter or off site locations may be provided. NH Disaster Animal Response Team (DART) has personnel, supplies, training, and procedures to set up animal shelters co-located with general population shelters. This Team has a strong core group of volunteers (some vets, vet techs, and support personnel) but capacity can be limited if they are being requested across the whole state. They are willing to work with communities to develop pet shelters and train personnel. DART assistance is requested through State EOC.

## 7. RESPONSIBILITIES:

**Town of Lee:** Support local and/or regional shelter operations. Provide resources and personnel as available. Serve as the local point of contact for: coordinating shelter functions; monitoring the emergency shelter needs; and collaborating with public and private partners to activate and operate a local/regional shelter.

**NH Red Cross:** Assist in emergency planning, preparedness and response. Can offer training prior to an event (shelter management, shelter operations, etc.) and can provide material and human resources during events. Capacity to provide human resources (shelter managers) is limited at present time. Red Cross assistance can be requested through State EOC, ESF-6 desk when the EOC is open.

**NH Dept. of Health and Human Services Emergency Services Unit:** Lead agency for ESF 6 (Mass Care) and ESF 8 (Health & Medical), whose role is to support locals. During an emergency they can provide materials resources (such as cots, wheelchairs, cribs, etc.) and can dispatch some personnel such as NH Disaster Behavioral Health Response Team (DBHRT) and ESAR-VHP (see below). Also serves as clearing house for NH Red Cross. They are currently vetting local shelter guidance document for local EMDs. To request assistance contact State EOC, ESF6 or ESF8 desk or make request through WebEOC.

**Division of Public Health Services:** Can provide guidance regarding food safety/handling/inspection at shelters. If communicable disease outbreak is suspected at shelter, DPHS can also send public health nurses to address the situation. Request assistance through State EOC, ESF 8 desk/WebEOC.

### Rockingham VNA & Hospice:

Can and has provided RNs/LNAs to assist with functional needs support services. Will also continue care of their own patients who are staying in a shelter. Capacity to support shelters depends on status of their regular patients. Currently work with patients and families prior to emergencies to ensure they know where patients will be and what their plans are. If they feel a patient needs to leave their home during an emergency, will encourage this and help facilitate it but will not provide transportation.

**Disaster Animal Response Team (DART):** Has personnel, supplies, training, and procedures to set up animal shelters co-located with general population shelters. DART has a core group of volunteers (some vets, vet techs, and support personnel) but capacity can be limited if they are being requested across the whole state and is willing to work with communities to develop pet shelters and train personnel. DART assistance is requested through State EOC.

## 8. FUNCTIONAL NEEDS SUPPORT SERVICES (FNSS):

FNSS are “services that allow an individual to maintain independence in a general shelter” and are required through legislation. The Town of Lee will strive to make local emergency shelters fully accessible to functional needs populations. See Public Health Emergency Response Annex for resources on Functional Needs. ([http://www.fema.gov/pdf/about/odc/fnss\\_guidance.pdf](http://www.fema.gov/pdf/about/odc/fnss_guidance.pdf))

## 9. RESOURCES *(in addition to agencies listed above):*

**Forms:** American Red Cross has shelter assessment form, intake forms, medical evaluation forms, shelter staff job sheets, etc. Contact the regional ARC for access to these forms. Lee has adapted some forms and are found at the end of this Annex.

**Planning Documents:** NH Shelter Guidance - Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters (FEMA. [http://www.fema.gov/pdf/about/odc/fnss\\_guidance.pdf](http://www.fema.gov/pdf/about/odc/fnss_guidance.pdf)).

**Training:** Local communities can request trainings or participate in pre-scheduled training through the following agencies. Medical Reserve Corps (MRC), NH DART (animal training); NH DBHRT (behavioral health training); (Personal Preparedness, CERT Training, other topics); and American Red Cross Shelter Management, Shelter Operations).

**Legislation:** (Stafford Act, Post Katrina Emergency Management Reform Act, Civil Rights Laws, Pets Evacuation & Transportation Standards Act) requires integration and equal opportunity in emergency services and activities. This includes functional needs support services and pets. Eligibility for reimbursement requires planning for these services.

**Material Resources:** Strafford PHN equipment/supplies are available to local communities. Contact PHN or MACE to request materials. American Red Cross and NH DHHS have a variety of supplies available (cots/cribs, comfort kits, water, cribs, medical equipment, etc.) that can be requested through the State EOC.

## **Attachment 1 Shelter Forms and Checklists**



### **General Shelter Rules**

*The following are general Shelter Rules that will be enforced to protect all evacuees.*

*Please check at your shelter for additional rules that may apply.*

Occupants are required to sign in before being officially admitted to any shelter.

Occupants are responsible for their belongings.

Valuables should be locked in cars, or kept with the evacuees at all times.

Pets must have a carrier, food and supplies and will be sheltered at another location.

The shelter is not responsible for lost, stolen or damaged items.

No alcohol, smoking or illegal drugs are permitted in the shelter or school campus.

Parents are responsible for controlling the actions and whereabouts of their children.

***Children cannot be left unattended.***

Noise levels should be kept to a minimum during all hours of the day.

Quiet hours are observed between 10:00 p.m. and 7:00 a.m.

Assistance in keeping the shelter neat and orderly will be greatly appreciated.

If you are required by law to register with local or federal government or if you have a restraining order you may not be permitted.

Incident: \_\_\_\_\_

**Volunteer/Staff Sign-In/Out**

Shelter Name: \_\_\_\_\_

City, State: \_\_\_\_\_

Date	Name	Volunteer Organization that You represent	Time In	Time Out

Incident: \_\_\_\_\_

City, State: \_\_\_\_\_

[illegible]



**ANNEX D**  
**HAZARD SPECIFIC INCIDENTS**

*NOTE: This Annex describes the courses of action unique to particular hazards. The positions and agencies included are not comprehensive but intended to be used as a guideline for EOC operations.*

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## CIVIL DISTURBANCE

### **SITUATION**

A public gathering of people at one location could result in civil disorder or riot over a multitude of issues and could become well organized in a matter of a few hours or spontaneously.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Police Department

- Initial response and assessment
- Command and control of the incident
- Notify the Emergency Management Director
- Determine crowd control equipment needs and their locations
- Determine protective measures for facilities and personnel
- Establish inner and outer perimeter control
- Anticipate traffic reroute patterns and coordinate with Highway Department
- Initiate criminal investigation
- Determine suitable facility for mass confinement if necessary
- Coordinate mutual aid law enforcement agencies
- Recommend public restrictions to the Town Administrator (curfew)
- Establish scene security

#### Fire Department

- Initial response and assessment in coordination with the Police Department
- Call back personnel as needed
- Extinguish fires under the protection of the Police Department
- Provide medical assistance to the injured with Police Department
- Assist the Police Department as requested
- Provide emergency medical treatment and transportation
- Implement Mass Casualty Plan

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Town Administrator

- Contact the Town Attorney if necessary
- Advise the affected businesses of anticipated events and response actions
- Authorize public restrictions

#### Emergency Management Director

- Staff the EOC as required
- Initiate Public Information System
- Prepare and release informational bulletins for the public
- Assist the Police Department
- Assist in notifying the public of authorized restrictions
- Coordinate state/federal agencies
- Track deployment of personnel and equipment

## CONFLAGRATION (FIRE)

### **SITUATION**

An unplanned ignition of structures, vehicles, land or property of significant magnitude. The community has numerous large structures, tracts of woodlands and property which could affect normal operations of the community and tax its resources should they become involved in fire.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the incident
- Rescue trapped occupants
- Coordinate utility service requirements
- Protect exposures
- Control the fire
- Determine severity of fire threat
- Establish perimeters for forest fires
- Provide emergency medical treatment and transportation
- Implement Mass Casualty Plan
- Coordinate with State Forestry
- Conduct fire investigations
- Assess evacuation needs if necessary

#### Police Department

- Initial response and assessment
- Establish and maintain a security perimeter control
- Assist the Fire Department in evacuations
- Conduct criminal investigations in coordination with the State Fire Marshall's Office.

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Emergency Management Director

- Staff the EOC as required
- Initiate Public Information System
- Coordinate shelter operations
- Track the deployment of personnel and equipment
- Provide for shelter/food for emergency responders

## DOWNED AIRCRAFT

### **SITUATION**

The town has experienced very few aircraft accidents over the years. With surrounding airports, the potential exists for general aviation aircraft to affect the town in an accident as a result of an in-flight emergency.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the scene
- Fire control
- Rescue operations
- Hazardous materials response
- Implement Mass Casualty Plan
- Provide emergency medical treatment and transportation
- Coordinate outside agencies

#### Police Department

- Initial response and assessment
- Establish initial perimeter control with mutual aid
- Assist Fire Department
- Provide scene security
- Assist in any evacuations
- Coordinate investigation with state and federal agencies

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Emergency Management Director

- Staff EOC if required
- Initiate Public Information System
- Coordinate the needs of the emergency responders
- Establish temporary morgues in cooperation with Building/Health/Code
- Request state and/or federal assistance if required
- Coordinate shelter operations if required
- Coordinate the needs for the un-injured and families

## EARTHQUAKE

### **SITUATION**

The town is within an area prone to seismic activity. Most activity is of a minor nature yet the potential exists for a significant event.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the scene
- Search and rescue of affected property
- Implementation of Mass Casualty Plan
- Hazardous Materials Response
- Assist with evacuation
- Provide emergency medical treatment and transportation

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Police Department

- Initial response and assessment
- Assist in providing emergency information to residents
- Establish perimeter control
- Establish security of affected areas
- Recommend public restrictions to the Town Administrator (curfew)

#### Town Administrator

- Request and assist with state and federal agencies as required
- Approve instructions to residents

#### Building/Health/Code Department

- Assess buildings for damage
- Assess health issues that may arise (i.e. wells, septic, etc.)

#### Highway Department

- Provide debris clearance and management
- Maintain roads

#### Emergency Management Director

- Consider activation of the EOC
- Initiate Emergency Public Information System
- Staff EOC as necessary
- Determine the shelter operations
- Track the deployment of personnel and equipment
- Coordinate state and federal agencies and resources



## EXPLOSIONS

### **SITUATION**

A detonation of any origin resulting in personal injuries, structural damage or the interruption of services.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the scene
- Fire control
- Search and Rescue
- Coordinate stabilize structures
- Implement Mass Casualty Plan
- Provide emergency medical treatment and transportation
- Coordinate outside agency response
- Initiate origin and cause investigation of incident, in coordination with the State Fire Marshal, to determine if intentional

#### Police Department

- Initial response and assessment
- Interior and outer perimeter control
- Traffic rerouting
- Assist with evacuation
- Assist Fire Department
- Provide scene security
- Contact State Police Explosives Division
- Coordinate investigation of the incident with cooperation of the Fire Department and State Fire Marshal's office if intentional

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Highway Department

- Inspect/monitor dams, culverts and bridges

#### Building/Health/Code Department

- Inspect and assess structural stability of buildings
- Assess buildings for damage

#### Emergency Management Director

- Staff EOC if required
- Coordinate shelter operations
- Issues public statement to the media as needed
- Solicit state and/or federal assistance if required

## FLOODING

### **SITUATION**

With pre-identified floodplain areas, the town is vulnerable to flooding resulting in restricted travel ways and possible evacuation.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the scene
- Evacuation of flooded areas
- Assist with damaged buildings
- Assist with notification of residents
- Oversee the evacuation of residents
- Provide emergency medical treatment and transportation
- Implement Mass Casualty Plan
- Assist Police Department with traffic rerouting

#### Police Department

- Initial response and assessment
- Assist with notification of residents
- Establish perimeter security of evacuated or flooded areas
- Evacuation of flooded areas
- Establish traffic rerouting
- Provide scene security
- Blockade roadways

#### Highway Department

- Clearing debris
- Assist Police Department with traffic rerouting
- Provide sandbags
- Inspect/monitor dams and bridges

#### Building/Health/Code Department

- Inspect and assess structural stability of buildings.
- Assess health issues that may arise (i.e. wells, septic, etc.)

#### Emergency Management Director

- Consider activating EOC
- Assemble all available equipment lists and track deployment of equipment
- Initiate Public Information System
- Coordinate the need for emergency transportation/evacuation
- Coordinate shelter operations
- Notify School Principal of status of incident
- Solicit state and/or federal assistance if required

## HAZARDOUS MATERIALS

### **SITUATION**

Hazardous materials may be released in an uncontrolled fashion endangering either personnel or the environment. A hazard can be in the form of solid, liquid, or gaseous contaminants.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Command and control of the scene
- Implementation of department standard operating procedures
- Recommend protective actions to be taken
- Notify Emergency Management Director
- Coordination of mutual aid response and START HazMat Team
- Coordination of state and federal agencies in mitigating the release
- Initiate investigation of the release, in coordination with local and state police.
- Reporting to the State Fire Marshall's Office
- Provide emergency medical treatment and transportation
- Implement Mass Casualty Plan

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Police Department

- Initial response and assessment with Fire Department
- Establish perimeter security
- Establish on scene security
- Coordination of mutual aid response of law enforcement agencies
- Coordination of state police response when applicable
- Conduct criminal investigation if appropriate

#### Highway Department

- Assist Fire Department with containment of HazMat spill.
- Coordinate with NH DOT

#### Emergency Management Director

- Staff EOC as necessary
- Assist fire and police as requested
- Assist in long term planning strategies

## HURRICANES

### **SITUATION**

As an eastern seaboard community, the town is susceptible to high winds and torrential rains associated with hurricanes. The nature of many structures (wooden, mobile homes) as well as the nature of flood plains creates the potential for severe damage.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### **A. At a Hurricane “Advisory”**

##### Emergency Management Director

- Assess the availability of department head personnel
- Discuss standby plans with department heads.

#### **B. At a Hurricane “Watch”**

##### Fire Department

- Review general operating guidelines and determine availability to recall additional personnel
- Monitor weather and advise Emergency Management Director of Hurricane Watch
- Review vehicle/equipment resource status (fuel, pumps, tarps, saws)
- Review SOGs for Hurricane response

##### Police Department

- Review general operating guidelines and determine availability to recall additional personnel
- Determine availability to recall additional personnel per department standard operating procedures
- Review vehicle/equipment resource status (fuel, protective clothing)

##### Town Administrator

- Review all departments’ personnel availability status

##### Emergency Management Director

- Monitor Hurricane behavior
- Consider activation of the EOC
- Initiate Public Information System

##### Highway Department

- Debris Clearance
- Provide traffic control devices

#### **C. At a Hurricane “Warning”**

##### Fire Department

- Implement storm coverage standard operating procedure and deploy personnel as necessary
- Assemble available equipment
- Prepare department facilities for high winds and loss of power
- Respond to emergencies
- Assist in the setup of shelters
- Provide emergency medical treatment and transportation

Implement Mass Casualty Plan

Police Department

- Recall additional personnel, as necessary
- Staff the EOC
- Assemble available equipment
- Prepare department facilities for high winds and loss of power
- Assist the selectmen as directed by the Emergency Management Director
- Provide security to severely damaged areas
- Monitor traffic conditions and determine alternative routes where required

EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

Town Administrator

- Request state and federal assistance
- Authorize procurement of additional equipment as necessary

Building/Health/Code Department

- Assess buildings for damage
- Assess health issues that may arise (i.e. wells, septic, etc.)
- Monitor safety of food, water and sanitation services at shelter

Highway Department

- Debris Clearance
- Provide traffic control devices

Emergency Management Director

- Staff the EOC
- Assemble all available equipment and personnel lists and track deployment of equipment
- Monitor hurricane movement and storm status
- Provide situational awareness updates for PIO and school principal
- Coordinates shelter operations
- Review Functional needs facilities and personnel lists (medical supplies, special transportation)
- Prepare informational bulletins for release through Emergency Public Information System
- Monitor utility services and coordinates activities
- Staff EOC as necessary
- Coordinate emergency transportation with bus companies

## MULTIPLE VEHICLE ACCIDENT

### **SITUATION**

As there are main east-west and north-south thoroughfares, substantial volumes of traffic utilize roadways within the town that could significantly impede town traffic should they become impassable.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Police Department

- Initial response and assessment
- Interior and outer perimeter control
- Traffic rerouting
- Assist Fire Department
- Notifies and coordinates state law enforcement agencies
- Investigation of collision and/or fatalities
- Notifies Emergency Management Director

#### Fire Department

- Initial response and assessment
- Command and control of scene
- Extrication and rescue
- Fire Control
- Hazardous Materials Response
- Notifies and coordinates regional and state agencies regarding hazardous materials
- Provide emergency medical treatment and transportation
- Implement Mass Casualty Plan

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Highway Department

- Coordinate with NH DOT

#### Emergency Management Director

- Staff EOC as necessary
- Assist fire and police as requested

## PROLONGED SERVICE OUTAGE

### **SITUATION**

The potential exists for essential services to be interrupted for long periods of time. Essential services are defined as: electric, potable water, natural gas, vehicle fuel shortages.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Assist the Emergency Management Director with personnel and equipment
- Call back personnel if required
- Assist special populations with backup power
- Coordinate power restoration with public utilities

#### Police Department

- Increase patrol services and visibility
- Call back off-duty personnel if required
- Assist the Emergency Management Director with personnel and equipment

#### Town Administrator

- Participate in long-term strategic planning for the affected area
- Request state/federal assistance

#### Emergency Management Director

- Determine the extent of the emergency
- Initiate the Public Information System
- Coordinate shelter operations
- Assist Functional needs population
- Develop a restoration priorities plan
- Track progress of restoration
- Coordinate state/federal resources

## SNOW/ICE STORM

### **SITUATION**

The town may experience an unusually severe storm for which the residents are prohibited from travel for essentials such as food or medical care or experience prolonged services outages resulting in the need for coordinated assistance.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Highway Department

- Debris clearance
- Provide traffic control devices
- Snow removal
- Monitor weather conditions
- Monitor winter road maintenance contractor

#### Fire Department

- Implement storm coverage standard operating procedures
- Assemble available equipment and check operation.
- Prepare generators for use
- Ensure all vehicles are fueled prior to the storm
- Place 4WD units into service, if available
- Provide emergency medical treatment and transportation

#### Police Department

- Monitor weather conditions
- Evaluate parking ban requirements
- Evaluate personnel status. Call back off duty personnel as needed
- Patrol and search for abandoned vehicles/hazards
- Place 4WD units into service, if available
- Ensure all vehicles are fueled prior to the storm

#### Building/Health/Code Department

- Inspect and assess structural stability of buildings for snow load and structural damage

#### Town Administrator

- Initiate strategy for Continuity of Government/Operations

#### Emergency Management Director

- Staff EOC as necessary
- Initiate Public Information System
- Coordinate shelter operations; notify School Principal of status of the incident
- Tracks deployment of personnel and equipment
- Determines Functional needs for the community
- Request/coordinate state and federal assistance
- Assess the requirements for fuel, food, and water
- Coordinate power restoration with public utilities



## TERRORIST ACTIVITY

### ***SITUATION***

The deliberate destruction or damage to services, facilities, roadways, railways, or functions could occur at any time with or without notice and may take place in phases with the potential for additional targets.

### ***RESPONSIBILITIES (may consist of but not limited to)***

#### Police Department

- Initial response and assessment
- Command and control of the incident/unified with the Fire Department
- Notify the Emergency Management Director
- Investigate for further threat
- Evaluate other potential targets
- Assist in evacuation if required
- Coordinate mutual aid law enforcement agencies
- Conduct criminal investigations
- Provide facilities for long term investigation

#### Fire Department

- Initial response and assessment
- Command and control of the incident/unified with Police Department
- Control fires
- Search and rescue operations
- Hazardous materials response
- Initiate Mass Casualty Plan
- Provide emergency medical treatment and transportation
- Evacuate area if required

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Emergency Management Director

- Staff the EOC as required
- Coordinate shelter operations
- Request/coordinate state and federal agencies
- Tracks the deployment of personnel and equipment
- Develop strategic plan for the incident
- Coordinate evacuation process as required
- Coordinate IT support for Cyber incidents

## TORNADO

### **SITUATION**

Shifting weather patterns could result in severe weather affecting the town through a “watch” issued by the National Weather Service or a “warning” involving an actual sighting in the area. Destruction from a tornado could be severe as several higher populated areas are dominated by wooden structures.

### **RESPONSIBILITIES** *(may consist of but not limited to)*

#### Fire Department

- Initial response and assessment
- Search and rescue
- Implement Mass Casualty Plan
- Provide emergency medical treatment and transportation
- Monitor weather and advise Emergency Management Director of Tornado Watch

#### Police Department

- Provide security to severely damaged areas
- Provide traffic control
- Assist Fire Department
- Monitor weather and advise Emergency Management Director of Tornado Watch

#### EMS/McGregor Ambulance

- Treatment, triage and transport
- Implement Mass Casualty Plan

#### Highway Department

- Prepare personnel and equipment upon notification of a tornado “warning”
- Maintain roadway passage
- Assist police department in traffic control

#### Building/Health/Code Department

- Inspect and assess structural stability of buildings
- Assess buildings for damage
- Assess health issues that may arise (i.e. wells, septic, etc)

#### Emergency Management Director

- Activate the EOC upon notification of a tornado warning in Rockingham County
- Staff EOC as necessary
- Assemble all available equipment and personnel lists and track deployment of equipment
- Monitor tornado movement and storm status
- Issue bulletins to advise town residents through the Emergency Public Information System
- Coordinate shelter operations
- Review Functional needs facilities and personnel lists (medical supplies, transportation)
- Monitor utility services and coordinates activities
- Solicit state and/or federal resources as required
- Coordinate emergency transportation with bus companies

## APPENDIX A – 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
EOC	Emergency Operations Center
EPZ	Emergency Planning Zone
ESAR-VHP	Emergency System for Advance Registration of Volunteer Health Professionals

Acronym	Definition
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
HAZMAT	Hazardous Materials
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
EOP	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

Acronym	Definition
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
PA	Public Assistance
PDD	Presidential Disaster Declaration
POC	Point of Contact
RSA	Revised Statutes Annotated
SAR	Search and Rescue
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
WMD	Weapons of Mass Destruction

\*Note: Some of these Acronyms may or may not be included in this EOP but may be affiliated with emergency management in general.

## APPENDIX B – AUTHORITIES

### EMERGENCY MANAGEMENT STATUTES

**21-P: 34 Purpose.** The emergency management powers are conferred upon the governor and upon other executive heads of governing bodies of the state; the creation of local organizations for emergency management in the political subdivisions of the state is authorized

**21-P: 35 Definitions.**

**"Emergency management"** means the preparation for and the carrying out of all emergency functions resulting from the occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made cause, including but not limited to fire, flood, earthquake, windstorm, wave actions, technological incidents, oil or chemical spill, or water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, or riot.

**"Local organization for emergency management"** means an organization created in accordance with the provisions of this subdivision by state, county, or local authority to perform local emergency management functions.

**"State of emergency"** means that condition, situation, or set of circumstances deemed to be so extremely hazardous or dangerous to life or property that it is necessary and essential to invoke, require, or utilize extraordinary measures, actions, and procedures to lessen or mitigate possible harm.

**21-P: 39 Local Organization for Emergency Management.**

I. Each political subdivision of the state shall establish a local organization for emergency management in accordance with the state emergency management plan and program. Each local organization for emergency management shall have a **local director who shall be appointed and removed by the board of selectmen** who shall have direct responsibility for the emergency management. The appointing authority **may appoint one of its own members** or any other citizen or official to act as local director and shall notify the state director in writing of such appointment.

II. **Until a local director has been appointed, the chief elected official shall be directly responsible for the organization, administration, and operation of such local organization for emergency management.**

III. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P: 35, V occurs may enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property, and providing emergency assistance to the victims of such disaster. **Each political subdivision may exercise the powers vested under this section in the light of the exigencies of the extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law, excepting mandatory constitutional**

**requirements**, pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, and the appropriation and expenditure of public funds.

**21-P: 41 Immunity and Exemption.**

I. Neither the state nor any of its political subdivisions nor any agency of the state or political subdivision, nor any private corporations, organizations, or agencies, nor **any emergency management worker** complying with or reasonably attempting to comply with this subdivision, or any order or rule adopted or regulation promulgated pursuant to the provisions of this subdivision, or pursuant to any ordinance relating to precautionary measures enacted by any political subdivision of the state, **shall be liable for the death of or injury to persons, or for damage to property, as a result of any such activity.** The provisions of this section shall not affect the right of any person to receive benefits to which he or she would otherwise be entitled under this subdivision, under the workers' compensation law, or under any retirement law, nor the right of any such person to receive any benefits or compensation under any act of Congress.

II. Any requirement for a license to practice any professional, mechanical, or other skill shall not apply to any authorized emergency management worker who shall, in the course of performing his or her duties as such, practice such professional, mechanical, or other skill during an emergency.

III. As used in this section the term "**emergency management worker**" includes any full or part-time paid, volunteer, or auxiliary employee of this state, other states, territories, possessions, the District of Columbia, the federal government, any neighboring country, or of any political subdivision of such entities, or of any corporation, agency or organization, public or private, performing emergency management services at any place in this state subject to the order or control of, or pursuant to a request of, the state government or any of its political subdivisions.

**21-P: 47 Penalty.** If any person violates or attempts to violate any order, rule, or regulation made pursuant to this subdivision, such person shall be guilty of a misdemeanor.

**Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707:** Signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. This Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to FEMA and FEMA programs.

<https://www.fema.gov/media-library/assets/documents/15271?fromSearch=fromsearch&id=3564>

## APPENDIX C – RESOURCE LIST

NOTE: A NH State Agency Personnel Directory can be found online at:

[https://das.nh.gov/directory/search\\_internet.asp](https://das.nh.gov/directory/search_internet.asp)



RESOURCE INVENTORY LISTING					
ESF 1 TRANSPORTATION					
MASS TRANSPORTATION					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Oyster River School District	36 Coe Drive, Durham, NH	603-868-5100	868-1610		
Wildcat Transit (Durham)	295 Mast Rd, Durham, NH	862-2328			
Bolduc Transportation (Rollinsford)	640 Main St., Rollinsford, NH	749-6037			
C&J Trailways (Dover)	23 Indian Brook Dr, Dover, NH	800-258-7111			
Dineen Bus (Kittery, ME)	42 Old Post Road, Kittery, ME	207-439-4440			
Coast	42 Sumner Dr, Dover, NH	743-5777			
AUTO PARTS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Advanced Auto Parts	55 NH-27, Raymond, NH 03077	(603) 895-3904			
O'Reilly	151 A Calef Hwy, Epping, NH 03042	(603) 693-0003			
O'Reilly	4 West Rd, Stratham, NH 03885	(603) 772-0373			
AUTOMOTIVE SERVICES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Knights Garage	369 NH-125, Barrington, NH 03825	(603) 664-2623			
Durham Village Garage	8 Dover Rd, Durham, NH 03824	(603) 868-2781			
Blais & Chabot Auto Medics	1215 Calef Hwy, Barrington, NH 03825	(603) 664-3929			
Rochester Truck	8 Flagg Rd, Rochester, NH 03839	(603) 335-2084			
TIRES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Sullivan Tires	7 Central Ave, Dover, NH 03820	(603) 742-5054			
Town Fair Tires	3 Handle Rd, Somersworth, NH 03878	(603) 692-4031			
ATV's					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Durham Fire Department-UTV	51 College Road, Durham, NH 03824	(603) 868-5531			
Madbury Fire Department-ATV	334 Knox Marsh Rd, Madbury, NH 03823	(603) 862-1392			
Nottingham Fire Department- Gator					
BOATS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Durham Fire Department- Jetskis	51 College Road, Durham, NH 03824	(603) 868-5531			
Newmarket Fire Department- Zodiac	4 Young Ln, Newmarket, NH 03857	(603) 659-3334			
SNOWMOBILES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH Fish and Game - Durham	225 Main Street, Durham NH	603-868-1095			
NH Fish and Game - Concord	11 Hazen Drive Concord, NH	603-271-3421			

RESOURCE INVENTORY LISTING				
ESF 2 COMMUNICATIONS and ALERTING				
COMMUNICATIONS				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
Homeland Security Emergency Management		(800) 852-3792	603-271-2231	(603)225-7341 - FAX
UNH Dispatch	47 College Rd, Durham, NH	603-862-1392	603-868-2400	
Newmarket Dispatch	186 Main Street, Newmarket, NH	603-659-6636		
Strafford Dispatch	259 County Farm Rd, Dover, NH	603-742-4968		
Dover Dispatch		603-742-4646		
Rockingham Dispatch	101 North Road Brentwood, NH 03833	603-679-2225		
Strafford County Sheriffs	259 County Farm Rd Dover, NH	603-742-4968		
NH State Police Detail Desk		603-271-6298		
TELEPHONE COMPANY				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	OTHER
Fair Point	1575 Greenland Rd, Greenland, NH	866-984-1611 Residential	888-984-1515 Business	
Telecom (UNH)		862-1030		
AT&T (Broken Poles)		800-556-9979		
Cellular One		430-9333	742-6500	330-0094
Star Cellular		742-9293	335-2775	
Sprint PCS Nextel		749-5600		
Nextel Communications		800-639-8359		
NH POLICE/DISPATCH				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
NH State Police		603-271-3636		
Mobile Command Center				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
Seacoast Chief Fire Officers Mutual Aid District-	4 Young Ln, Newmarket, NH 03857	(603) 659-3334		
NH State Police		603-271-3636		
Rockingham County Sheriff		603-679-2225		
Radio Repair				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
R&R Communications (Keene)	526 Old Homestead Hwy, Swanzey, NH	352-1825		
Two-Way (Newington)	2 Newington St Portsmouth, NH	800-441-6288		

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RESOURCE INVENTORY LISTING					
ESF 3 Public Works & Engineering					
TOWN					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH Public Works Mutual Aid		See DPW EOC Packet			
STATE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
BARRICADES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NE Barricade	2 Railroad St, Newmarket, NH	(603) 659-2182			
Lee Highway Department	Recycling Center Road Lee, NH	659-6515	659-2101		
State DOT - Division 6	271 Main Street, Durham NH	868-1133			
UNH Grounds & Roads - Bill Ponders		862-2265	207-646-4303 Eve.		
CHAINSAWS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Fire Department	20 George Bennett Rd, Lee, NH	659-5411			
Lee Public Works		659-6515 Day	659-2101 Night		
Madbury Fire Department	334 Knox Marsh Rd, Madbury, NH	862-1392			
Durham Fire Department	51 College Rd, Durham, NH	868-5531			
Durham Public Works	100 Stone Quarry Dr Durham, NH	(603) 868-5578			
HEAVY EQUIPMENT					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Matt Bryant	Lee, NH	(603) 401-2808	659-2101 Night		
Farrell Excavating	Lee, NH	(603) 312-2943			
Durham Public Works	100 Stone Quarry Dr Durham, NH	(603) 868-5578	Call Dispatch Night		
Wayne Rosa Construction	340 Wadleigh Falls Rd, Newmarket, NH	659-5398			
CONTRACTOR (DEMOLITION)					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH Demolition	792 Londonderry Turnpike, Auburn, NH	641-1111			

GRAVEL/SAND/ETC					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Public Works Department	Recycling Center Road, Lee, NH	(603) 659-6515			
Landcare Associates	282 W Knox Marsh Rd, Madbury, NH 0382	(603) 743-3559			
Brox Industries	253 Rochester Neck Rd, Rochester, NH	332-4262			
P&S Sand and Gravel	Bumford Brook Rd Barrington, NH	664-9682			
CRANES & RIGGING					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
A1 Crane (Portsmouth)		888-212-7263			
Bager Rand Co (Dover)	3 Industrial Park Dr, Dover, NH	742-8366			
D&D North Crane (N.Hampton)		964-7074			
Starkey Welding & Crane (Brentwood)_	444 Route 125, Brentwood, NH	679-2533			
TREE SERVICE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Burkes Tree Service	116 Salmon Falls Rd, Rochester, NH	332-4319		817-9447	
Urban Tree Care (Rochester)	119 Walnut St, Rochester, NH	332-1246			
ACCU Cut	24 Mitchell Rd, Lee, NH	(603) 659-3435			
Orion (Lee)	44 Mast Rd, Lee, NH	(603) 659-8733			
WELDING					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Durham Public Works		868-5009			
UNH Maintenance		862-1437			
Lee Highway Department		659-6515			
Barrington Public Works		664-5379			
RENTAL SERVICES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Taylor Rental	432 Portland Ave, Rollinsford, NH	742-1987			
PORTABLE TOILETS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Dave's Septic Rentals		1-800-672-3402			
Blow Brothers		1-800-427-6889			
Mr Potty		1-877-567-7689			
Southeast Portable Service		1-800-462-6272			
SNOW PLOWING					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Highway (Randy)		659-6515 Day	659-2101 Night		

FENCING					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
AAA Fence (Dover)	294 Durham Rd, Dover, NH	742-0833			
LIGHTING					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Fire Department (Dispatch)		862-1392			
Durham Fire Department (Dispatch)		862-1392			
Madbury Fire Department- Portable Light T	334 Knox Marsh Rd, Madbury, NH 03823	(603)862-1392			
Pease Tradeport		430-2700			
Portsmouth Naval Shipyard		207-438-2333			
Rockingham Sheriff's Department		679-2225			
RUBBISH HAULERS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Waste Management (Rochester)		800-847-5303			
Bestway Disposal (Brentwood)		679-2299			
Durham Public Works		868-5009			
Davis Rubbish Removal (Dover)		740-1355			
Clark Disposal (Lee)		659-2381			
SANDBAGS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Highway (Randy)		659-6515 Day	659-2101 Night		
Barrington Highway Department		664-5379	942-5607 Night		
Durham Public Works		868-5009			
STORAGE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Lee Lock It In	44 Calef Highway, Route 125, Lee, NH	868-8080			
Newmarket Storage	133 Exeter Rd, Newmarket, NH	659-7959			
Eagle Storage (Dover)	221 Knox Marsh Rd, Dover, NH	750-7500			
Space Station (Newfields)	3 New Rd, Newfields, NH	772-3718			

RESOURCE INVENTORY LISTING					
ESF 4 FIRE FIGHTING					
FIRE SUPPRESSION					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Mutual Aid Agreements		603-862-1392			
STATE OF NEW HAMPSHIRE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
State Fire Marshall		(603) 223-4289	(603) 271-3294		
DRED State Forest Ranger		271-2217	271-2214		
DIVERS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH Fish & Game		(603) 271-3361			
NH State Police		(800) 525-5555	(603) 271-3636		
PUMPS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER

RESOURCE INVENTORY LISTING					
ESF 6 MASS CARE and SHELTER					
SHELTERS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Mastway Elementary School	23 Mast Rd, Lee, NH	659-3001			
ORSD High School	55 Coe Dr, Durham, NH	868-2375			
My Friends Place (Dover)	368 Washington St, Dover, NH	749-3017			
Cross Roads (Portsmouth)	600 Lafayette Rd, Portsmouth, NH	436-2218			
American Red Cross (Strafford)		742-5496			
American Red Cross (Durham)		868-9692			
Lee Congregational Church	17 Mast Rd, Lee, NH	659-2861			
Blankets					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH Red Cross	Seacoast Chapter	436-2600			
American Red Cross Great Bay		766-5440			
State of NH Bureau of EM		1-800-852-3792			
Clothing					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Walmart		332-4300			
American Red Cross Great Bay		766-5440			
Salvation Army - Rochester		332-2623	207-878-8555		
Goodwill - Dover	47 Chestnut St, Dover, NH	742-4299			



RESOURCE INVENTORY LISTING					
ESF 8 HEALTH and MEDICAL					
AMBULANCE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Mutual Aid Agreement		603-862-1392			
HOSPITAL					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Frisbee Memorial - ED Director	John Levitow	(603) 335-8149		(603) 339-2865	
Frisbee Memorial - Dir. Of Infection	Cindy Cunningham	(603) 335-8119		(603) 781-5774	
Wentworth Douglas - Safety Coord	Kelley Cotton	603-740-2519		(603) 396-9555	
Wentworth Douglas - Epidemiologist	Jiim Miller			(603) 572-7469	
Exeter Hospital		778-7311			
Portsmouth Regional Hospital		436-5110			
HELICOPTER TRANSPORT					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Dartmouth Hitchcock Air Rescue Team (DHART)		(800) 650-3222			
MED Flight, Boston		(800) 233-8998			
NE Life Flight		(800) 343-4354			
BEHAVIORAL HEALTH					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Granite State Critical Incident Stress Debriefing Team	Mark Proulx	594-3636	595-3792		596-4321
Disaster Behavioral Health Response Team (DBHRT)			(603) 271-2231		
Deignan, Paul F MSN	<a href="mailto:pdeignan@nhoem.state.nh.us">pdeignan@nhoem.state.nh.us</a>				
Seacoast Mental Health Center Portsmouth	1145 Sagamore Ave, Portsmouth, NH	431-6703			
Seacoast Mental Health Center Exeter	30 Prospect Ave, Exeter, NH	772-2710			
Great Bay Mental Health Dover	311 New Hampshire 108 #204, Somersworth, NH	742-9200			
UNH Counseling Center	Smith Hall- 3rd Floor, 3 Garrison Ave. University of New Hampshire	862-2090			
PHARMACEUTICAL SUPPLIES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
HEALTH & MEDICAL RESOURCES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Tory Jennison	Strafford County Public Health Network	(603) 335-0168			
Visiting Nurse Association	Rockingham VNA and Hospice	772-2981			
Southern Strafford Community Health Coalition		740-2807			
Homecare Association of NH		225-5597			

SEACOAST REGIONAL PUBLIC HEALTH NETWORK					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Mary Cook	Public Health Advisory Council Co-Lead	(603) 428-6404			
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Brooks Pharmacy		(603) 868-2003			
UNH Health Services		(603) 862-2840			
Durham Market Place		(603) 868-2500			
Rite Aid	54 Calef Highway, Lee, NH	603-868-6404			
Walgreens	91 Calef Highway, Lee, NH	603-868-1783			
Apria Healthcare (Manchester) (Oxygen)	1 Perimeter Road, Suite 500, Manchester, NH	625-2133			
Life Plus Inc (Oxygen)		800-635-2227			
Funeral Homes					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Brewitts (Exeter)	14 Pine St, Exeter, NH	772-3554			
Kent and Pelzcar (Newmarket)	77 Exeter Rd, Newmarket, NH	659-3344			
Tasker Funeral Home (Dover)	621 Central Ave, Dover, NH	742-4961			
Wiggin Purdy (Lee)	2 Concord Rd, Lee, NH	868-2100 Lee	742-1017 (Dover)		
McCooley-Dion (Dover)	655 Central Ave, Dover, NH				

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RESOURCE INVENTORY LISTING				
ESF 10 HAZARDOUS MATERIALS				
HAZ MAT CLEANUP				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
Clean Harbors Inc.	Hooksett NH	(800) 645-8265	(603) 224-6626	
CYN Environmental	Hooksett NH		(800) 417-7455	(603) 624-5546
NH DES		603-465-2303		
REGIONAL HAZ MAT				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
START-Hampton Fire Dispatch		603-926-3315		
Pease Inter. Tradeport		430-3473		
Portsmouth Naval Shipyard		207-439-1000 Ext. 1896		
Concord Fire Department	24 Horseshoe Pond Lane, Concord, NH 03	(603) 225-8650		
Manchester Fire Department	100 Merrimack St, Manchester, NH 03101	(603) 669-2256		
STATE				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
NH DES-Spill Response		603-271-3899		
NH DES-Toxic Air Release		603-271-1370		

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<b>RESOURCE INVENTORY LISTING</b>				
<b><i>ESF 11 AGRICULTURE, CULTURAL, NATURAL RESOURCES</i></b>				
<b>VETERINARIAN</b>				
<b>NAME</b>	<b>TITLE/ADDRESS</b>	<b>BUSINESS</b>	<b>OTHER</b>	<b>CELL</b>
Oyster River Vet Clinic	157 Calef Highway, Lee, NH	603-659-2827		
Arbor Vet Clinic	62 Harvey Mill Road, Lee, NH	603-659-7799		
Deerfield Vet Clinic (+lg animals)	150 South Rd, Deerfield, NH	603-463-7775		
UNH Cooperative Extension		603-749-4445		
Cocheco Valley Humane Society	262 County Farm Rd, Dover, NH	603-749-5322		
Barrington Vet Clinic	427-347 New Hampshire 125, Barrington, N	603-664-7677		
State Vet Stephen Crawford		603-271-2404		
<b>ANIMAL FEED / SUPPLIES</b>				
<b>NAME</b>	<b>TITLE/ADDRESS</b>	<b>BUSINESS</b>	<b>OTHER</b>	<b>CELL</b>
Agway	25 Central Ave Dover, NH	603-742-7113		
Friend Lee Pets	40 Concord Rd, Lee, NH	603-868-1800		
Pet Connection				
<b>CULTURAL &amp; NATURAL RESOURCES</b>				
<b>NAME</b>	<b>TITLE/ADDRESS</b>	<b>BUSINESS</b>	<b>OTHER</b>	<b>CELL</b>
Agricultural Commission	Chairman, Erick Sawtelle	603-234-7907		

RESOURCE INVENTORY LISTING					
ESF 12 ENERGY					
GENERATORS					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Generator Connection	1057 Calef Highway, Barrington, NH	603-664-4004			
Lee Fire Department	20 George Bennett Rd, Lee, NH	659-5411			
Lee Highway Department	Recycling Center Rd, Lee, NH	659-6515			
Eastern Power Equipment	285 New Hampshire 9, Barrington, NH	664-7776			
Taylor Rental	432 Portland Ave, Rollinsford, NH	742-1987			
United Rentals	2 Sutton Circle, Hooksett, NH	622-1555			
UNH Maintenance: John Sanders			862-1437		
FUEL					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Hanscoms Truckstop	1010 U.S. 1 Bypass, Portsmouth, NH	436-0141			
DOT Fuel Distribution Shed		749-3848			
Buxton Oil (Exeter)	49 Shirkin Road Epping, NH	772-3400			
DF Richard (Dover)	124 Broadway, Dover, NH	800-649-6457	603-742-2020		
Dead River		800-843-8400			
Downeast Energy (Dover)	63 4th St Dover, NH	742-1565			
Proulx Oil (Newmarket)	1 Simons Ln, Newmarket, NH	603-659-7011			
Propane					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Eastern Propane	28 Industrial Way, Rochester, NH	800-523-5237			
DF Richard (Dover)	124 Broadway, Dover, NH	800-649-6457	603-742-2020		
Dead River		800-843-8400			
Emergency Lighting					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Taylor Rental		742-1987			
Reliable Rentals (Dover)	349 Mast Road Dover, NH	603-343-4583			
UTILITIES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
EVERSOURCE Municipal emergency		(800) 386-4086			
NH Electric Co-op		(800) 867-6369	(800) 698-2007		
Electrical pager for UNH					492-0500
IC Reed (UNH Campus)					599-2266
ENERGY COMMITTEE	Chairman, Lou Grondin	603-659-5414			

RESOURCE INVENTORY LISTING					
ESF 13 LAW ENFORCEMENT and SECURITY					
STATE POLICE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
NH State Police		1-800-346-4009	603-223-4381		
Troop A (Epping)		679-3333			
SWAT TEAM					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Seacoast Emergency Response Team		427-1500			
State Police & Bomb Unit		679-3333			
Dover/Durham SRT		742-4646			
Portsmouth SRT		436-2145			
Hampton SRT		929-4444			
Nashua SRT		594-3500			
Manchester SRT		668-8711			
Strafford County Reg.		742-4968			
National Guard Armories					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
Airforce		Emerg. 430-2106	430-2700		
National Guard (Concord)		228-1135 ext. 1242			
National Guard (Dover)		742-0317			
National Guard (Strafford)		664-9185			
Marine Corps (Through governor)					
CANINE RESCUE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
State Police Troop A		679-3333			
Strafford Dispatch - Carl Schroeder					
NH Fish and Game (Durham)		868-1096			
Dover Police Department		742-4646			
Portsmouth Police Department		436-2145			
New England K9		800-852-5800			



RESOURCE INVENTORY LISTING				
ESF 14 VOLUNTEERS and DONATIONS				
VOLUNTEERS				
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL
Red Cross (Durham)		868-9692		
Salvation Army (Rochester)		332-2623	207-878-8555	
Strafford County CERT	Malone Coitre	(603) 335-0168	<a href="mailto:mcloitre@hscstrafford.org">mcloitre@hscstrafford.org</a>	
Durham Community Church		868-1230		

RESOURCE INVENTORY LISTING				
ESF 15 PUBLIC INFORMATION				
MEDIA PRINT				
NAME	TITLE/ADDRESS	BUSINESS	FAX	CELL
Fosters Daily Democrat		(603) 742-4455		
Seacoast Online		(603) 433-5760		
The New Hampshire		(603) 862-1490	(603) 862-1920	
Laconia Citizen			(603) 527-3593	
The Union Leader		(603) 668-4321	(603) 668-0382	
RADIO				
NAME	TITLE/ADDRESS	BUSINESS	FAX	CELL
WERZ	107.1	(603) 772-4757		
WHEB	100.3	(603) 436-7300		
WOKQ	97.5	(603) 749-9750		
WTSN	1270am	(603) 742-0987		
WUNH		(603) 862-2541		
NH Public Radio		(603) 224-6052		
Emergency Alert System through BEM		1-800-852-3792		
TELEVISION				
NAME	TITLE/ADDRESS	BUSINESS	FAX	CELL
WMUR		(603) 669-9999	(603) 641-9005	
NH Public Television		(603) 868-1100	(603) 868-7552	
NE Cablevision (Rochester)		335-4388		
Weather Service				
NAME	TITLE/ADDRESS	BUSINESS	FAX	CELL
DTN Weather Satellite (UNH)		862-1437		
Gray Maine NWS		(207) 688-3216		
Weather Services Corp. (MA)		1-781-676-1000		

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## Cyber Security

RESOURCE INVENTORY LISTING					
ESF 18 BUSINESS & INDUSTRY					
CHAMBER OF COMMERCE					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
LOCAL BUSINESSES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER
STATE OF NH RESOURCES					
NAME	TITLE/ADDRESS	BUSINESS	OTHER	CELL	PAGER

RESOURCE INVENTORY LISTING					
COMMUNITY ROSTER					
PRIMARY EOC SUPPORT PERSONNEL					
NAME	TITLE/ADDRESS	BUSINESS	E-MAIL	CELL	HOME
Scott Nemet	Emergency Management Director	603-659-5411	<a href="mailto:snemet@leefire.org">snemet@leefire.org</a>	603-534-8998	
Katrin Kasper	Select Person	603-659-5414	<a href="mailto:kkasper@leenh.org">kkasper@leenh.org</a>		
Rebecca Hawthorne	Select Person	603-659-5414	<a href="mailto:rhawthorne@leenh.org">rhawthorne@leenh.org</a>		
Scott Bugbee	Selectman	603-659-5414	<a href="mailto:sbugbee@leenh.org">sbugbee@leenh.org</a>		
Tom Dronsfield	Police Chief	603-659-5866	<a href="mailto:tdronsfield@leenhpolice.org">tdronsfield@leenhpolice.org</a>	603-842-2303	
Scott Nemet	Fire Chief	603-659-5411	<a href="mailto:snemet@leefire.org">snemet@leefire.org</a>	603-534-8998	
Steve Bullek	Public Works Director	603-659-6515	<a href="mailto:sbullek@leenh.org">sbullek@leenh.org</a>	603-524-2607	
Caren Rossi	Health Officer	603-659-6783	<a href="mailto:crossi@leenh.org">crossi@leenh.org</a>	603-234-8194	
Jim Rozycki	School District	603-868-5100	<a href="mailto:jrozycki@orcsd.org">jrozycki@orcsd.org</a>	603-817-9671	
Pam Mattingley	Welfare Office	603-659-5414	<a href="mailto:pmattingly@leenh.org">pmattingly@leenh.org</a>	603-534-9119	
Harry Mueller	EMS / Durham Ambulance	603-862-3674	<a href="mailto:hmueller@mcgregorems.org">hmueller@mcgregorems.org</a>		
SECONDARY EOC SUPPORT PERSONNEL					
NAME	TITLE/ADDRESS	BUSINESS	E-MAIL	CELL	HOME
Caren Rossi	Assistant EMD	603-659-6783	<a href="mailto:crossi@leenh.org">crossi@leenh.org</a>	603-534-5534	
Tom Dronsfield	Police Chief	603-659-5866		603-534-9041	
Jeff Liporto	Assistant Fire Chief	603-659-5411	<a href="mailto:jliporto@leefire.org">jliporto@leefire.org</a>	603-534-4580	
Caren Rossi	Health Officer	603-659-6783	<a href="mailto:crossi@leenh.org">crossi@leenh.org</a>	603-534-5534	
Misty Lowe	Mast Way Elementary School-Principal	603-659-3001	<a href="mailto:mlowe@orcsd.com">mlowe@orcsd.com</a>	603-340-4127	
Pam Mattingly	Welfare Office	603-659-5414	<a href="mailto:pmattingly@leenh.org">pmattingly@leenh.org</a>		
	EMS / Durham Ambulance				
Andy Robertson	Town Administrator	603-659-5414	<a href="mailto:townadministrator@leenh.org">townadministrator@leenh.org</a>	603-534-4573	