

Resolution
Adoption of the National Incident Management System

It is hereby resolved by the City of Dover, New Hampshire that:

WHEREAS; Emergency response to critical incidents, whether natural or manmade, requires integrated professional management, and

WHEREAS; Unified command of such incidents is recognized as the management model to maximize the public safety response, and

WHEREAS; The National Incident Management System, herein referred to as NIMS, has been identified by the Federal Government as being the requisite emergency management system for all political subdivisions, and

WHEREAS; Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies.

THEREFORE; It shall be the public policy of this municipality to Adopt the NIMS concept of emergency planning and unified command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

Councilor

Councilor

Councilor

Councilor

Councilor

Councilor

Councilor

Councilor

Adopted, this day of _____

City of Dover, NH

Emergency Operations Plan

2009

For Official City Use Only

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RECORD of REVISIONS and CHANGES

1.	Emergency Management Plan	2003, 2008
2.	Emergency Operations Plan (ESF Format)	2006, 2009

***HOLD THIS SPACE
FOR APPROVED RESOLUTION
ADOPTING THIS PLAN***

ANNUAL CONCURRENCE

The City Manager and Emergency Management Director shall execute this page annually.

Reviewed and Approved:

Date: _____

Signature: _____

Typed Name: Perry E. Plummer,
Emergency Management Director

Signature: _____

Typed Name: J. Michael Joyal,
City Manager

FOREWORD

The Dover Emergency Operations Plan (EOP) establishes a framework for local government to provide assistance in an expeditious manner to save lives and to protect property in the event of a disaster. The City of Dover appreciates the continuing cooperation and support from all the departments and agencies and to the volunteer and private organizations, which have contributed to the development and publication of this Plan.

The purpose of the Emergency Operations Plan is to facilitate the delivery of all types of emergency response and to help deal with the consequences of significant disasters. The Plan outlines the planning assumptions, policies, concept of operations, organizational structures and specific assignments of responsibility to the City departments and agencies involved in coordinating the Local, State and Federal response activities.

Signatories to the City of Dover Emergency Operations Plan (EOP)

Mayor

City Manager

Police Chief

Fire Chief

Emergency Management Director

Community Services Director

Public Safety Dispatch

Health Officer

Building Official

City Planner

Finance Director

Human Services Director

Recreation Director

SAU Superintendent

Information Technology

City Clerk

City Attorney

I. Introduction

The City of Dover Emergency Operations Plan, hereafter referred to as the **EOP**, is designed to address the response to consequences of any disaster or emergency situation that would affect the population and/or property within the City of Dover. The **EOP** is applicable to natural disasters such as earthquakes, hurricanes, and tornadoes; manmade incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including Terrorism), power failures, nuclear power plant incidents, and national security emergencies. In order to further describe the purpose of the EOP and its role in emergency management, the relevant terms are highlighted below:

Emergency Operations Plan: The **EOP** describes the basic mechanisms and structures by which the City of Dover would respond to potential and/or actual emergency situations. To facilitate effective response operations, the **EOP** incorporates a functional approach that groups the types of assistance to be provided into Emergency Support Functions (ESFs) (i.e., communications, transportation, etc.). Each ESF is assigned a primary or co-primary agency, which has been selected based upon statutory authority, current roles and responsibilities, resources and capabilities within the particular functional area. Other agencies have been designated as support agencies for one or more of the ESF(s) based upon their expertise, resources and capabilities to support the functional areas. The primary agency is responsible for developing and maintaining the ESF documents and for coordinating related tasks during emergency operations. The EOP does not contain the detailed "how-to" instructions that need to be known only by an individual or group with responsibility to perform the function. The standard operating procedures are referenced as deemed appropriate.

Emergency Operation Center (EOC): The City of Dover maintains an EOC as part of the City's Emergency preparedness program. An EOC is where department heads, government officials and volunteer agencies gather to coordinate their response to an emergency event. The EOC is where the 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 elected officials decide that the situation is serious enough to require a coordinated and other-than-routine response.

Incident Command System (ICS): ICS is a model for command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life and property. The command function is directed by the **incident commander**, who 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 EOC is responsible for the entire community-wide response to the event.

Emergency Management Director (EMD): The EMD works closely with all emergency response managers as the City collectively prepares for and responds to emergencies. The EMD is located at the EOC and coordinates the community-wide response to the event.

A. Purpose

The primary purpose of the *EOP* is to initiate, coordinate and sustain an effective local response to disasters and emergency situations. Secondary to this is to make each organization and department aware of its responsibility in all-hazard emergency operations. This plan, upon being implemented by the City government, will provide the basis for coordinating protective actions prior to, during, and after any type of disaster.

The *EOP* is designed to:

1. Identify planning assumptions, assess hazard potentials and develop policies;
2. Establish a concept of operations built upon an interagency coordination in order to facilitate a timely and effective local response;
3. Assign specific functional responsibilities to appropriate departments and agencies;
4. Coordinate actions necessary to respond to an emergency and coordinate the links between local governments, neighboring states and federal response;
5. Unify the efforts of government, volunteers and the private sector for a comprehensive approach to reducing the impacts of emergencies and disasters.

B. Scope

1. This *EOP* addresses the emergencies and disasters likely to occur as described in the *Appendix D, Hazard Analysis and Assessment*.
2. Provides for the integration and coordination between government, the private sector and volunteer organizations involved in emergency response and recovery efforts.
3. Describes how State and Federal resources will be coordinated to supplement local resources in response to a disaster.
4. Where possible, this *EOP* corresponds with the National Incident Management System (NIMS) of March 1, 2004 (see Appendix G). The Dover EOP establishes the basic elements of the NIMS, including the Incident Command System (ICS).

C. Structure

As shown in *Figure 1, Components of the Dover EOP* consist of the following:

1. The format of the **EOP** is consistent with the State of New Hampshire Emergency Operations Plan as well as the Federal Response Plan (FRP) using the ESF concept and approach to providing assistance.
2. The **Basic Plan**, which describes the purpose, scope, situations and assumptions, hazard analysis, concept of operations, plan management and authorities of the State departments and/or agencies in response to an emergency or disaster.
3. **Administrative Appendices** that include: a list of acronyms/abbreviations, terms and definitions, a compendium of emergency authorities and directives, and hazard analysis and assessment, which serve as points of reference and information for the users.
4. **Emergency Support Functions (ESFs)** that delineate primary and/or co-primary and support agencies and describe policies, situations, concept of operations and responsibilities; necessary standard operating procedures/guides (SOPs/SOGs) to implement functions.
5. **Hazard-specific Annexes**, which include Hazardous Materials, Radiological Protection, Biological and Terrorism Annexes.

Basic Plan

Introduction

Situation & Planning Assumptions

Concept of Operations

Plan Management

Authorities & References

Administrative Element

Acronyms & Abbreviations

Terms & Definitions

Authorities of Emergency Response Agencies

Hazard Analysis & Assessment

Functional EOPs

Transportation

Communications & Alerting

Public Works/Engineering

Fire Fighting

Information & Planning

Mass Care & Shelter

Resource Support

Health & Medical Service

Search & Rescue

Hazardous Materials

Food & Water

Energy

Law Enforcement & Security

Public Information

Volunteers & Donations

Hazard Specific Annexes

Radiological Annex

Terrorism Annex

Biological Annex

School Response Plans

Hazard Specific Annex

Figure 1 - Components of the Dover EOP

D. ESF Descriptions

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

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

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

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

ESF-5, Information and Planning – Provides for the overall management and coordination of the City's emergency operations in support of their government; collects, analyzes and disseminates critical information on emergency operations for decision making purposes; identifies the roles and responsibilities of local government in coordinating state and federal assistance to local government.

ESF-6, Mass Care & Shelter – Manages and coordinates sheltering, feeding and first aid for disaster victims; provides for temporary housing, food, clothing and special population's needs in situations that do not warrant mass-care systems.

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

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

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

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

ESF –11, Food & Water – Identifies, secures, prepares and/or arranges for transportation of safe food and water supplies for mass feeding to affected areas following a disaster.

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

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

ESF- 14, Public Information – Provides for effective collection, control and dissemination of public information to inform the general public adequately of emergency conditions and available assistance; coordinates a system to minimize rumors and misinformation during an emergency.

ESF- 15, Volunteers and Donations – Facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

ESF-16, Animal Health – Provides for a coordinated response in the management and containment of any communicable disease resulting in an animal health emergency.

See Figure 2 on the following page for the Emergency Support Function Assignment Matrix.

Figure 2 – Emergency Support Function Assignment Matrix

Emergency Support Functions (ESF)	Fire Department & Rescue	Community Services (Public Works)	Police Department	Emergency Management Director	Public Safety Dispatch	City Manager	Health Officer	School Department	Planning Department	Inspection Services	Purchasing & Finance	Human Services	City Attorney	Recreation Department	Information Technology	City Clerk
ESF 1-Transportation	S	S	S	P	S	S		S	S			S		S		
ESF 2-Communications & Alerting	S	S	S	S	P	S	S	S				S			S	S
ESF 3-Public Works & Engineering	S	P	S	S	S	S	S		S	S	S					
ESF 4-Fire Fighting	P	S	S	S	S		S			S		S				
ESF 5-Information & Planning	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S
ESF 6-Mass Care & Shelter	S	S	S	P	S		S	S	S	S	S	S		S		
ESF 7-Resource Support	S	S	S	P	S	S	S	S	S	S	S	S		S		S
ESF 8-Health & Medical Services	P	S	S	S	S		S	S				S				
ESF 9-Search & Rescue	P	S	S	S	S			S	S	S				S		
ESF 10-Hazardous Materials	P	S	S	S	S		S		S							
ESF 11-Food & Water	S	S	S	P	S	S	S	S	S	S	S	S		S		
ESF 12-Energy	S	P	S	S	S				S	S						
ESF 13-Law Enforcement & Security	S	S	P	S	S				S	S					S	
ESF 14-Public Information	S		S	P	S	P	S	S	S			S		S	S	S
ESF 15-Volunteers & Donations	S	S	S	P	S	S	S	S	S	S	S	S		S	S	S
ESF 16-Animal Health	S	S	P	S	S	S	P	S	S			S				

P = Primary Agency
S = Support Agency

II. Situation and Planning Assumptions

A. Situation

Dover is nestled between the mountains and the ocean. The community is close to the University of New Hampshire, Pease International Tradeport which harbors a local airport. The city is a short drive to the Port of New Hampshire, the state's only deep-water port, scene to industrial barges escorted by tugs, importing and exporting goods to and from the Granite State. Dover is a quick commute to the metropolitan area of Boston, and less than an hour's drive to Boston's Logan International Airport. In addition, there is easy access to rail and highway transportation routes.

Dover serves as the seat of Strafford County. A nine member elected city council, with a city manager running the day-to-day operations, governs the city. According to the 2000 US Census, the population of Dover is 26,884 people, covering a land area of 28.87 square miles. Though largely a residential community, the city has areas of commercial development and an active downtown. It has three public elementary schools, one middle school, one high school and one regional vocational center. The city also has two private elementary schools and one private high school. The city also has full emergency services; police, fire and ambulance; city water and sewer; public and private solid waste disposal; recycling program; electricity and natural gas through private utility companies.

The City of Dover is a member of the Interstate Emergency Unit mutual aid system, Community Mutual Aid Association and Seacoast Chief Fire Officers Association.

The following natural or man-made hazards are the prime consideration of the Emergency Operations Plan:

- | | |
|-----------------------|----------------------------|
| ✓ Armed Attack | ✓ Hurricane |
| ✓ Civil Disorder | ✓ Radiological Release |
| ✓ Dam Failure | ✓ Severe Wind |
| ✓ Drought | ✓ Terrorist Attack (CBRNE) |
| ✓ Earthquake | ✓ Transport Incident |
| ✓ Flooding | ✓ Urban Fire |
| ✓ Haz Mat (Fixed) | ✓ Utility Interruption |
| ✓ Haz Mat (Transport) | ✓ Winter Weather |

Accordingly, the situation is as follows:

1. The City of Dover faces a wide array of risks which may pose a significant threat to the population and property within the City. These include natural, human-caused and technological emergencies or disasters.

2. Depending upon the extent and nature of the disaster or emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the City, region or State.
3. During an emergency or disaster, the City will take immediate and appropriate actions to determine, direct, mobilize and coordinate the response movement. The City will activate the necessary functions to redirect resources in order to save lives, relieve human suffering, sustain survivors, protect property and repair essential facilities.
4. A catastrophic disaster may overwhelm local and State governments in providing a timely and effective response to meet the needs of the situation.

B. Planning Assumptions

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

1. The City, in conjunction with the State, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the State and Federal government for national security preparedness.
2. These responsibilities necessitate the development of a multi-hazard plan, with functional ESFs and detailed procedures.
3. That a disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.
4. Depending upon the severity of the situation, the City of Dover may be quickly overwhelmed with the emergency.
5. Each level of government will respond to an incident using its available resources, to include the use of mutual aid, and may request assistance from the next higher level of government, if required (i.e., municipality to State and State to Federal government).
6. The State will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property and re-establishing essential services.

7. Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD) etc.), will provide life-sustaining relief to individuals and families not normally available from government resources. Local and/or State agencies will assist these organizations by providing information, guidance and coordination of relief efforts.
8. The Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
9. Local government will continue to function under all disaster and emergency conditions.
10. Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to and recovering from the effects of an emergency or disaster.
11. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate Federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of State and local government.
12. Although this EOP identifies responsibilities for the Emergency Support Functions, the ability of the City departments to carry out these responsibilities is contingent upon available resources and personnel. Furthermore, the Police Department provides for security citywide, however it cannot guarantee site specific security to homes or businesses.

C. Hazard Analysis and Assessment

The hazard analysis and assessment study is located in *Appendix D, Hazard Analysis and Assessment*, in the Administrative Appendices to this *EOP*.

III. Concept of Operations

A. General

1. Local response operations will be organized and managed under the Incident Command System (ICS).
2. Assigned departments have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary or support, to facilitate the provisions of the response actions of the State. A listing of

the ESFs and their primary areas of responsibilities that have been adopted by the City of Dover are located on pages 5-6, Basic Plan.

- a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated primary agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out as necessary. The primary and support agency assignments for each of the ESFs are identified by *Figure 2, Emergency Support Function Assignment Matrix* shown earlier in Basic Plan, Page 7.
- b. Specific functional missions, organizational structures, response actions, primary and/or co-primary, and support agency responsibilities are described in the individual ESF sections of the *EOP*.

B. Dover Operations Plan (EOP) Implementation

The plan has the force and effect of law as promulgated by RSA 21-P:39. Plan implementations, and the subsequent supporting actions taken by local government, are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the disaster scene. The plan is in effect for preparedness, response and initial recovery activities when a major emergency or disaster occurs or is imminent.

C. Organization and Assignment of Responsibilities

1. General

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

- a. Communications, alerting and notification of local, state or federal agencies.
- b. Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations and the Federal government).
- c. Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).

- d. The EMD or his/her designee, after consideration of the event(s), will determine the extent of **ESF, Communications, and ESF, Emergency Management**, activation level. (See EOC Activation Level on Page 22)

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

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the North End Fire Station. Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs. In the event the Primary EOC is threatened, an alternate EOC may be activated at the Dover City Hall – Conference Room.

3. **Organization**

The organization to implement the **EOP** under emergency or disaster conditions consists of the City departments having primary or co-primary, and support roles as specified in the functional ESFs. **Figure 3, Emergency Operations Center (EOC) Organization Chart**, details the overall response structure of the **EOP**. Direction and control of the EOC is the responsibility of the Emergency Management Director. The EMD will coordinate the response of the community's departments, advise the City Manager on the necessary protective actions and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the EMD and in response to executive decisions.

The emergency response organization is composed of inter-department coordination and operational support elements from participating departments. The five (5) elements are described as follows:

- a. **Command and Control Section**

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

- 1) Coordinate all emergency response functions in the EOC.
- 2) Establish and maintain a facility to be used as the EOC for centralized direction, coordination and control of emergency operation.
- 3) Develop EOC activation/deactivation SOPs/SOGs, personnel staffing requirements and functional operating procedures/guides.

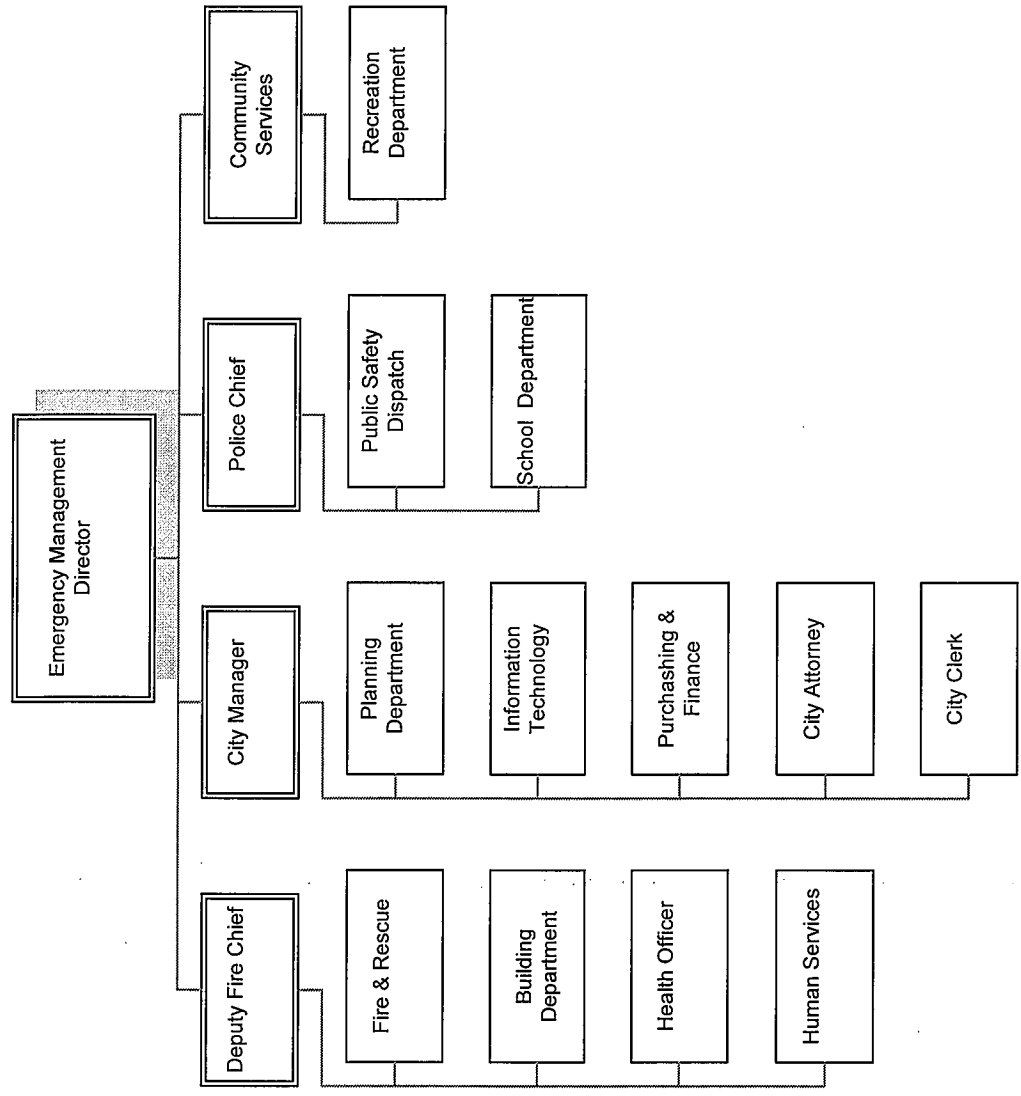


Figure 3: Emergency Operations Center Organization Chart

b. **Operations Section**

This section is composed of elements that, when either partially or fully activated, will provide emergency support functions to support local operations during an emergency/disaster. Each ESF is responsible for assessing assistance requirements and resource requests and to organize and direct appropriate response actions. *Figure 4, Dover Operations Section Organization Chart*, identifies the ESFs and the functional activities. Staffing patterns will be dependent upon the severity of the emergency.

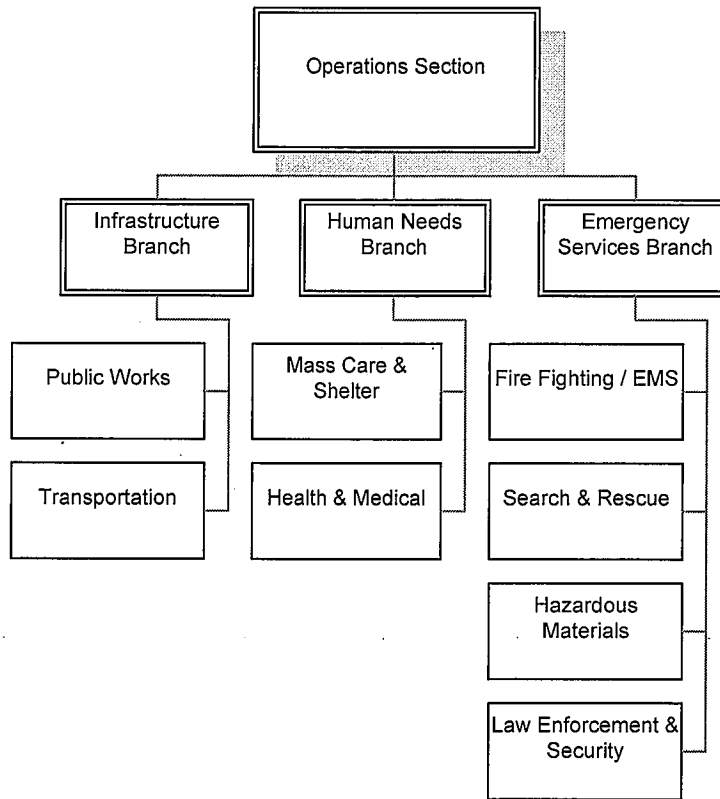


Figure 4: Dover Operations Section Organization Chart

c. **Information & Planning Section**

This element includes information and planning activities to support operations. It also includes functions to collect and process information; develop information into briefings, reports and other materials; display pertinent information on maps, charts and status boards; consolidate information for response and recovery actions; provide an action tracking system; and provide technical services in support of operations. *Figure 5, State Information & Planning Section Organization Chart*, identifies the working components within the element.

During activations of the EOC, the Information and Planning Section will be supported by each of ESFs represented in the EOC.

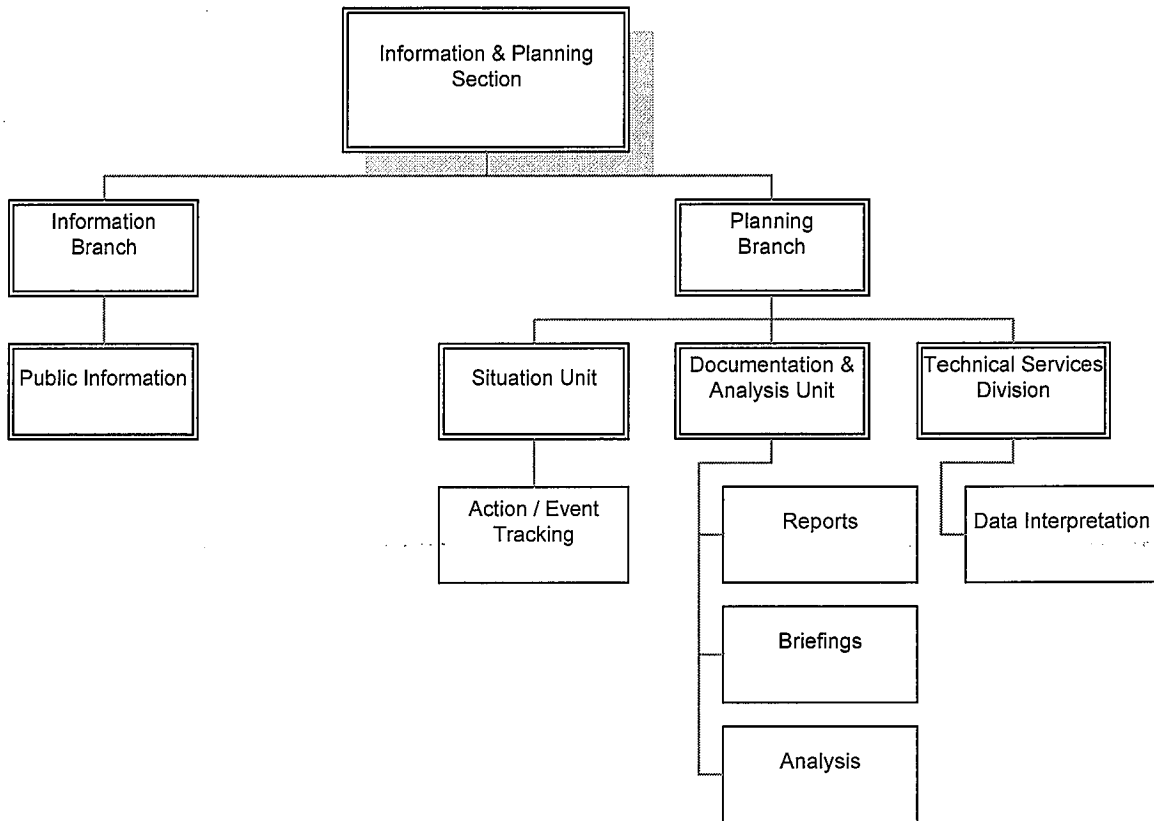


Figure 5: State Information and Planning Section Organization Chart

d. **Logistics Section**

This element includes activities which provide facilities and services to support response and recovery efforts.

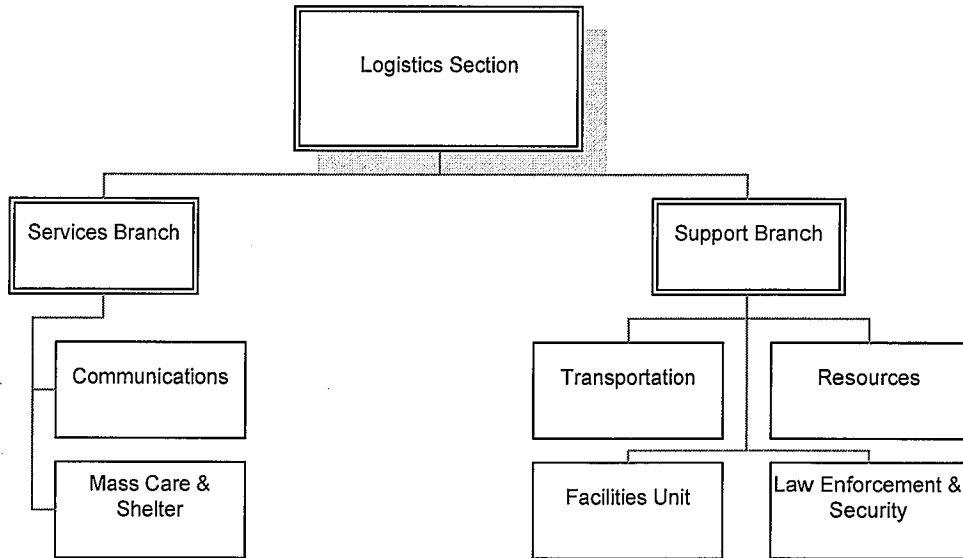


Figure 6: Logistics Section Organization Chart

e. **Administrative & Finance Section**

This section provides administrative and financial support to the response and recovery efforts, as required.

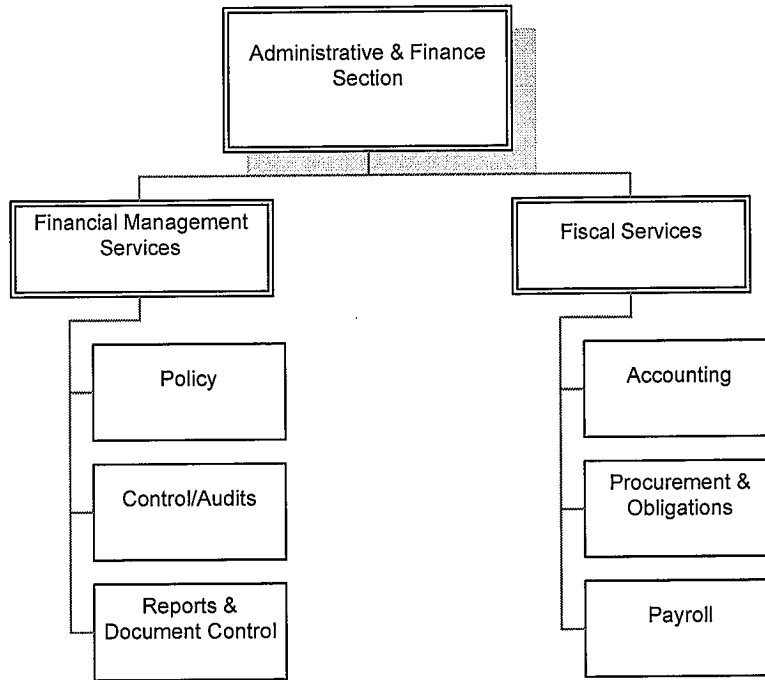


Figure 7: Administrative & Finance Section Organization Chart

4. **Responsibilities**

The following describes the general responsibilities and duties of the respective departments:

The City Manager will:

1. Support and promote the EOC concept to the public as a method of providing the most effective emergency management.
2. Declare a state of emergency when appropriate.
3. Waive the purchasing ordinance requirement in order to obtain supplies and services necessary for response to an event.

The Emergency Management Director will:

1. Prepare the EOC for operations.
2. Provide necessary clerical support personnel.
3. Decide on whether to activate the EOC or not, and, if yes, whether to staff partially or fully.
4. Provide for food service, sanitary facilities and sleeping accommodations during extended operations.
5. Notify State Emergency Management of the activation of the EOC.

6. Administrate financial support for emergency response and recovery operations.
7. Conduct test exercises of a multi-department nature.
8. Maintain the Emergency Operation Plan.

The Police Department will:

1. Provide security to the EOC.
2. Operate the city's communications network.
3. Provide and maintain an up-to-date police department Standard Operating Procedures (SOPs).
4. Receive warnings from Department of Homeland Security.

The Planning Department will:

1. Provide appropriate maps and displays needed for emergency operations.

The Fire Department is responsible for:

1. Providing and maintaining an up-to-date fire standard operating guideline (SOG).
2. Receiving warnings from DRED.
3. Inspections Services Division providing inspection services.

The Community Services Department is responsible for:

1. Dispersing its own equipment and manpower to strategic locations, under direction of the EOC/EMD.
2. Providing technical support for engineering & utility services.
3. Providing refuse disposal.
4. Coordinating heavy equipment contractor services.

The School Superintendent is responsible for:

1. Providing emergency operations training for their own personnel.
2. Conducting test exercises with the school(s) as coordinated by the Fire Chief, EMD or NH Bureau of Emergency Management.
3. Coordinating emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.
4. Coordinating mass transportation services

D. Administrative, Finance and Logistics

1. Administrative

- a. During an emergency/disaster, the City Manager 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.

- b. Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the City's request for supplemental assistance.
- c. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.

2. *Finance*

- a. If a disaster declaration is requested by the Governor, through FEMA Region I, to the President of the United States, and if such is declared, then reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for Federal disaster assistance funds will be in accordance with prescribed State and Federal disaster assistance protocols and procedures.
- b. A major disaster or emergency may require the expenditure of large sums of state and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.
- c. City departments designated as primary and/or co-primary agencies for the ESFs, conducting emergency support activities, will be responsible for establishing and maintaining financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, for submitting bills in a timely fashion and for closing out assignments.
- d. The City of Dover is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures or as stipulated in the ESF documents. Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

3. **Logistics**

- a. The EMD, in coordination with other City departments, will facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and, if required, sleeping and feeding facilities for EOC staff.
- b. Appropriate departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operation.
- c. The Emergency Management Director, in consultation with City Departments, shall develop and maintain a current database of locally available resources and their locations (see Appendix E). The database should include all public and available private equipment, and personnel with special technical skills, pertinent to the anticipated needs of the local jurisdiction.

4. **Mutual Aid Agreements**

No single local jurisdiction will have all the personnel, equipment and materials required to cope with a major emergency or disaster. Additional assistance may be rendered through a system of mutual aid agreements, which provide for obtaining additional resources from non-impacted inter/intra-jurisdictional governmental agencies and other organizations. Mutual aid agreements are an essential component of emergency management planning, response and recovery activities. These agreements can significantly increase the availability of critical resources and improve response and recovery efforts. According to *Title I, The State and Its Government, Chapter 21-P, Section 21-P:40 Mutual Aid Arrangements* of the Revised Statutes Annotated (RSAs), it is the responsibility of local government to ensure that local emergency operation plans contain adequate provisions for the rendering and the receipt of mutual aid. Mutual Aid agreements for the City are identified in the appropriate Emergency Support Functions.

E. Notification

The EMD may receive notification of a disaster or impending emergency from multiple sources. **Depending upon the time and day, the sequence would be as follows:**

1. EMD would be alerted to the emergency or disaster situation by the Public Safety Dispatch, NH State Police and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the **EOP** in coordination with the City Manager.
2. Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the **EOP**.
3. Upon initial notification, each responding agency is responsible for conducting its own internal notifications.

F. Activation and Deployment

Activation of the **EOP** is dependent on a variety of circumstances. Generalized assumptions are as follows:

1. The **EOP** will be utilized to address particular requirements of a given disaster or emergency situation. Selected functional ESFs will be activated based upon the nature and scope of the event and the level of State support needed to respond.
2. Based upon the requirements of the situation, the EMD will notify City departments and agencies regarding activation of some or all of the functional ESFs and other structures of the **EOP**. Priority for notification will be given to primary agencies as specified by the ESFs.
3. When activation of the **EOP** (partial or full) is initiated, and unless otherwise specified, all departments and office representatives having primary and/or co-primary roles and responsibilities, as specified in the **EOP**, will deploy to the EOC, and activate their respective ESF component to the **EOP** and relevant SOPs/SOGs.
4. **EOC Activation Levels:**

See Chart on following page.

EOC Activation Levels

Operational Levels	Description	Associated Local Actions
Normal Operations	Consist of the daily operations agencies must carry out, in absence of an emergency situation, to ensure readiness.	Preparedness, planning, training and exercise activities are being conducted.
Alert	Monitoring phase triggered by the potential for an event that could threaten life, property or the environment.	Local agencies and ESFs that would need to take action, as part of their everyday responsibilities, will be notified.
Area Emergency	Partial activation of the EOC. Triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life.	All ESF primary agencies are notified. The EOC is staffed with assigned personnel and the necessary ESFs.
General Emergency	Full activation of the EOC. Triggered by extremely hazardous conditions that are imminent or occurring. Highest state of alert.	All primary and support agencies under the <i>EOP</i> are notified. The EOC will be on full activation with 24-hour staffing by assigned personnel and all necessary ESFs.

G. Local to State and Federal Interface

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

1. Once the *EOP* and the EOC has been activated, the linkage within the local EOC and the State EOC will be established by the EMD. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:
 - a. **Points of Contact:** A list correlating the local and state functional counterparts and primary contacts, will be provided during the initial notification phase and thereafter upon changes in status. In addition, a current copy of *Figure 2, Emergency Support Function Assignment Matrix*, of the *EOP*, will be attached to the initial notification to the State EOC.
 - b. Status reports, compiled by EOC Staff will be forwarded to the Emergency Management Director at the State EOC.

- c. Software Compatibility: The City of Dover has standardized software with Microsoft Office Suite, versions 2002(XP), 2003 and 2007. The Department of Safety – Division of Fire Safety and Emergency Management and the State EOC has standardized software with Microsoft Office 2002/XP. FEMA has standardized using Microsoft 2002/XP. No conflicts are apparent.

H. Continuity of Operations (COOP)

- 1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Therefore, it is imperative that the City of Dover establishes and maintains the capability to provide mitigation, preparedness, response and recovery functions during emergencies or disasters.
- 2. The Emergency Management Director is responsible for developing, maintaining, and exercising a COOP Plan for the City. 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.
- 3. **In order to ensure effective emergency operations, the following should be considered:**
 - a. That State and local governments provide a capability to preserve, maintain and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
 - b. That local emergency response departments provide for the following during emergency operations:
 - 1) Each element have designated and trained personnel available for EOC deployment; and
 - 2) Each element maintains and updates notification lists, twenty-four hour staffing capabilities and standard operating procedures/guides (SOPs/SOGs).
 - c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.

4. In the event the primary EOC at the North End Fire Station is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site at Dover City Hall – Conference Room. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

I. Continuity of Government (COOG) / Line of Succession

1. In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters.
2. The following is the Line of Succession that has been established in the event the City Manager is not available. The position of Chief Executive is filled in succession as listed below.
 - a. **Fire Chief**
 - b. **Police Chief**

J. Recovery and Deactivation

Deactivation of emergency operations is dependent on a wide range of variables that must be satisfied before such an event may occur. Some basic principles that should be followed before deactivation are:

1. Ensure that all health and safety issues are resolved prior to full deactivation.
2. That all essential services and facilities are re-established and operational.
3. Partial deactivation of the *EOP*, in particular functional ESFs, may occur only when all issues within the specific functional area are resolved.
4. Recovery operations may be initiated during response operations.
5. Deactivation of response operations may be followed by the recovery operation.
6. Final deactivation of all operational activities will only occur with authority from the EMD, or his/her designee, and in coordination with appropriate local, State, and Federal governments.

IV. Plan Management

A. Development

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

B. Maintenance

All primary, co-primary and support agencies whether Federal, State, local or private, with emergency responsibilities, shall integrate their planning efforts in the maintenance, implementation and exercising of the ***EOP***. Hence:

1. EMD will conduct the overall plan review and report to the City Manager with recommended revisions on an annual basis, on December 15 of every year. EMD will request from the primary, co-primary and support agencies the necessary updates as noted below.
2. Review of the functional ESFs by the respective primary, co-primary and support agencies' SOGs will be conducted every two years; resource inventories will be reviewed yearly.
3. EMD will review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within ninety (90) days.
4. All changes, revisions, and/or updates shall be forwarded to the EMD for review, editing, publication and distribution to all holders of the ***EOP***. If no changes are required, EMD is to be notified in writing, by the respective department, agency or office that the plan and associated ESF, and all supporting documents, have been reviewed and are considered valid and current.

C. Document Control

1. The EMD is responsible for establishing and maintaining a document control system for all emergency management planning documents, as appropriate.
 - a. The document control system will include the following:
 - 1) Inventory Control Numbering System for plans.
 - 2) List of plans with control numbers.
 - 3) Identify the location of where the plans are stored and maintained (e.g., EOC, Library, etc.).

- 4) Record of plan revisions.
- 5) Plan distribution list.

D. Training and Exercises

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

V. Authorities and References

A. Statutes and Regulations

Appendix C, Authority of Emergency Response Agencies, describes a compiled list of authorities and regulations that reflect Federal, State and local agencies, departments, and/or offices with authority to respond and initiate emergency response procedures. Additionally, hazard-specific Annexes may contain supplemental authorities and regulations.

B. References

The following documents serve as guidance and reference in the development, maintenance and execution of this ***EOP***:

- 1. Federal Emergency Management Agency, State and Local Guide (SLG) - 101, Guide For All-Hazard Emergency Operations Planning, September 1996.
- 2. Federal Emergency Management Agency, Managing The Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.

3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
4. National Response Plan, December 2004.
5. Dover Emergency Management Plan. 2008
6. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
7. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.

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ESF-TRANSPORTATION

Primary Agency: Emergency Management Director

Support Agencies: Police Department
Fire & Rescue Department
Community Services
Public Safety Dispatch
City Manager
School Department
Planning Department
Human Services
Recreation Department

I. Introduction

A. Purpose

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

B. Scope

This ESF provides for local transportation support including:

1. Management and coordination of transportation activities to support the effort of local agencies.
2. Establishing priorities and/or allocating transportation resources, processing of all transportation requests, determining the priority of highway repair, conducting damage assessment and coordinating emergency management activities with neighboring jurisdictions and state agencies.
3. Processing overall coordination of requests for local transportation support.
4. Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.
5. Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
6. Assisting in the design and implementation of alternate transportation services to temporarily replace system capacity lost to disaster damage.
7. Coordinating the clearing and restoration of the transportation resources.
8. Documenting of transportation needs and reporting to the local EOC, if applicable.

II. Situation and Planning Assumptions

A. Situation

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. An organized evacuation of potentially endangered populations is one protective action and should be recommended only when other protective actions appear to be inadequate.

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

- Designated flood plains and areas subjected to ravine flooding due to ice jams.
- Areas subject to coastal flooding by wind and/or high tides. Areas downstream of high-hazard dams.
- Areas within the Emergency Planning Zone of a nuclear power plant.
- Areas around a potentially explosive hazardous materials accident.
- Areas downwind of a hazardous materials waste disposal dump.
- Areas determined by the Federal Emergency Management Agency (FEMA) to be potential targets of an enemy attack.
- Areas subjected to outages of power, water or home heating materials.
- Areas affected by sabotage, terrorist activities or civil disturbance.
- Structures which are or could become unsound due to fires, earthquakes, hurricanes, tornadoes and other major natural or technological phenomena.
- Areas threatened by advancing forest fires.
- Areas around or near crashed aircraft.

By state law, RSA 4:45, the Governor of New Hampshire may compel evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergency situations.

Although most adults in Dover own or have use of a private vehicle and would evacuate using that vehicle, the City, assisted by state government, will provide school buses and available commercial vehicles to transport those who do not own or have use of a vehicle or who cannot ride with friends, relatives or neighbors. Prisoners being held by the Police Department who could not be released would be transferred for incarceration.

The major evacuation routes for Dover will be:

- Route 4
- Route 155
- Route 108
- Route 9
- Spaulding Turnpike

III. Concept of Operations

A. *General*

In accordance with the Dover Emergency Operations Plan and this ESF, the Emergency Management Director (EMD) is responsible for coordinating transportation activities. The Standard Operating Procedures to be established by supporting Departments will provide the framework for carrying out these activities. Requests for assistance will be forwarded to the Dover EOC.

When transportation requests exceed the capability of the City of Dover, and with the approval of the City Manager, the EMD will request assistance from the NH Bureau of Emergency Management and other state and federal agencies.

B. *Notification and Activation*

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

IV. Roles and Responsibilities

The Emergency Management Director will:

- Coordinate overall direction of the evacuation and transportation procedures.
- Notify NH Bureau of Emergency Management and request state and/or federal assistance, if necessary.
- Disseminate information and instructions to the public through the local media via a Public Information Officer.
- Instruct EOC and operational staff to implement their SOPs regarding evacuation and transportation.
- The EMD will notify the SAU and School Department of the need for mass transportation services.

The Police Department will:

- Coordinate emergency transportation routes and traffic control.
- Establish and maintain control points to maximize traffic flow.
- Organize patrols to provide security in the evacuated area, as manpower resources permit.

- Distribute personnel and vehicle identification to key workers and emergency services personnel.

The Community Services will:

- Assist in maintaining emergency transportation and evacuation routes.
- Design alternative transportation routes.
- Provide barricades, cones and/or other devices for traffic control.
- Assist in manning control points designated by the Police Department.
- Clear parking areas at the shelters, if necessary.
- Request assistance from local contractors for personnel and equipment, if necessary.

The Fire & Rescue Department will:

- Provide recommendations of areas to be evacuated.
- Provide post-evacuation fire surveillance.
- Direct rescue operations.

The School Department will:

- Coordinate with EMD to provide school buses for use in emergency transportation.
- Coordinate with the EMD to prepare the schools for use as emergency transportation pick up points or shelters.
- Provide a representative at the EOC for school issues.

The City Manager will:

- Assist the EMD with financial and administrative support for transportation resources.

The Public Safety Dispatch will:

- Provide dispatching and communications in support of this ESF.
- Implement notification procedures.

The Recreation Department will:

- Coordinate with EMD and to provide transportation resources for evacuation.

The Planning Department will:

- In coordination with Community Services, design and implement alternative transportation routes.
- Provide mapping of City infrastructure.

The Human Services Department will:

- Assist the EMD with evacuation procedures.

V. References

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

- Police Department Standard Operating Procedures
- Fire Department Standard Operating Guidelines
- School Emergency Procedures

B. Interagency Agreements/Compacts/Mutual Aid Agreements

- Police Department Mutual Aid Agreements
- Interstate Emergency Unit Mutual Aid System
- Community Mutual Aid Association
- Seacoast Chief Fire Officers Association
- Public Works Mutual Aid

ESF-COMMUNICATIONS

Primary Agency: Public Safety Dispatch

Support Agencies: Fire & Rescue Department
Emergency Management Director
Police Department
Community Services
School Department
City Manager
Health Officer
Human Services
Information & Technology
City Clerk

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

The Police Department, Fire & Rescue, Community Services and Emergency Management Director currently maintain radio networks for conducting day to day operations. These departments have base stations and mobile radios for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

In addition, telephones will be utilized as long as those systems are in the operation. If needed, and available, cellular phones, amateur radio and citizen's band networks may be used to augment the existing communications capability.

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

III. Concept of Operations

A. General

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

B. Notification and Activation

Upon notification of an emergency alert, the Public Safety Dispatch will establish communication links with one or more of the following:

- Emergency Management Director
- Emergency Response Personnel
- State EOC
- Police & Fire Mutual Aid Systems
- Surrounding Community EOCs
- Emergency Alert System (EAS) Local Radio Stations

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

1. Loudspeaker - Equipped Vehicles
3. Door-to-Door Canvassing
4. NOAA Weather Radios
5. Emergency Alert System
6. Cable TV Systems
7. Word-of-Mouth by friends, relatives and/or neighbors
8. City of Dover Website www.ci.dover.nh.us

D. Emergency Response Actions

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

- Ranking Officer on Duty, upon deciding that EOC activation is warranted, notifies local dispatch to contact EMD or designee.
- Dispatch shall contact the EMD who may approve the activation and notification.
- Upon activation, the Emergency Management Director, or designee, will take charge of EOC operations. The executive and operational staff positions shall be filled and shall report their state of readiness and recommendations to executive staff.
- Members of the EOC staff will determine which, if any, other officials and staff should be notified/requested.
- The City Manager is to be notified of all EOC activations. Those involved shall seek the City Manager's authorization to declare a state of emergency, if necessary.

E. Deactivation

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

IV. Roles and Responsibilities**All Primary and Support Departments will:**

- Maintain and test communication equipment.
- Establish written procedures for communications.
- Develop and maintain the personnel notification procedures lists for their department.

The Public Safety Dispatch will:

- Maintain notification procedures and lists for Fire, Police, Community Services and other City Departments.
- Dispatch emergency response personnel.

The Police Department will:

- Provide communication equipment for first responders, as needed.
- Receive warnings from state and federal agencies.

The Fire Department/Rescue will:

- Provide communication equipment for first responders, as needed.

The Emergency Management Director will:

- Support the emergency communications network as appropriate.

The Community Services will:

- Provide communication equipment for first responders, as needed.
- Receive weather alerts & notifications.

The City Manager will:

- Receive and disseminate emergency public information and instructions.
- Authorize activation of the local area EAS and other warning systems.

The Health Officer will:

- Communicate health related issues to the EMD.

The School Department will:

- In coordination with the EMD, receive and disseminate emergency information and instructions to all schools.

The Information Technology Department will:

- Support the EMD in disseminating information to emergency response personnel.

The City Clerk will:

- Support the EMD in disseminating information to the general public.

V. References

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

Public Safety Dispatch Maintains Notification Lists
Police Department Standard Operating Procedures
Fire Department Standard Operating Guidelines

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

Each department maintains their own communications equipment and frequency list.

ESF- PUBLIC WORKS AND ENGINEERING

Primary Agency:	Community Services
Support Agencies:	Police Department Fire & Rescue Department Emergency Management Director Public Safety Dispatch City Manager Health Officer Planning Department Inspection Division Purchasing & Finance

I. Introduction**A. Purpose**

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

II. Situation and Planning Assumptions

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

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

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

III. Concept of Operations**A. General**

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

B. Notification and Activation

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

C. Emergency Response Actions

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

- Compiling and evaluating damage assessments from City departments and staff.
- Establishing communication with field units.
- Coordinating additional engineering and construction resources as needed.

IV. Roles and Responsibilities

The Community Services will:

- Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Coordinate transportation activities with the EMD.
- Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- Provide temporary construction of emergency access routes necessary for passage of emergency response personnel.
- Assist in the restoration of critical utility services.
- Maintain a list of qualified private contractors to assist in the restoration of critical facilities.
- Collect and provide the following ESF status information and coordinate with ESF- Information and Planning to ensure inclusion into the Situation Report (SITREP):
 - a. Status of debris removal activities
 - b. Status of Critical Facilities
 - c. Emergency Access Routes
 - d. Unmet Needs
 - e. Status of public utility services restoration

The Police Department will:

- Provide personnel and equipment to manage and operate staging areas, as needed.
- Coordinate traffic control activities.

The Fire Department/Rescue will:

- Stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.
- Assist in the restoration of critical utility services, including electric, telephone and gas systems.

The Emergency Management Director will:

- Coordinate restoration of public infrastructure and building safety with the Primary and Support agencies of this ESF.

The Planning Department will:

- Provide maps of City infrastructure.
- Provide engineering assistance to Community Services.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.

The City Manager will:

- Serve as member of the safety and damage assessment teams assessing public buildings for potential damage.

The Health Officer will:

- Provide monitoring services for the water system.

The Inspection Division will:

- Serve as members of the safety and damage assessment teams assessing public buildings for potential damage.

The Purchasing & Finance Department will:

- Assist in the implementation of this ESF.

V. References

A. Interagency Agreements/Compacts/Mutual Aid Agreements

Public Works Mutual Aid
Police Mutual Aid Agreements
Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officers Association

ESF-FIRE FIGHTING

Primary Agency: Fire & Rescue Department

Support Agencies: Emergency Management Director
Police Department
Public Safety Dispatch
Health Officer
Inspection Division
Community Services
Human Services

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 fire fighting community resulting from a natural, man-made or technological disaster.

B. Scope

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

II. Situation

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

Dover Fire & Rescue is a permanent organization of approximately 59 members headed by a full-time chief and is as well-equipped to perform its assigned functions as any community of comparable size. It is a member of the Community Fire Mutual Aid System, Seacoast Chief Fire Officer's Association, and Interstate Emergency Unit Mutual Aid System.

The Fire Department is a large source of manpower in the community, but in a major emergency, it would probably need additional personnel and equipment to perform all of its assigned tasks. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed at the time of crisis.

Dover Fire & Rescue is usually the first responder to a hazardous material incident and has written procedures for these incidents. The department conducts on-going training programs in hazardous materials. The senior fire officer present assumes on-scene command.

Dover Fire & Rescue maintains Standard Operating Guidelines (SOG's) 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

Dover Fire & Rescue is the primary agency responsible for local operations to mitigate the effects of urban and wildland incidents in the City.

B. Notification and Activation

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

C. Emergency Response Actions

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

- Begin warning procedures.
- Begin call-up of additional department personnel.
- Recruit additional personnel if needed.
- Begin emergency communications procedures.
- Notify the City Manager and the Emergency Management Director of the state of readiness of the department and request outside assistance if necessary.
- Report to the EOC when directed by the City Manager and delegate the on-scene command of the department to the Deputy Chief.
- Disburse personnel and equipment to predetermined strategic locations.
- Extinguish and/or contain all fires.
- Report any power outages to Public Safety Dispatch.
- Provide personnel to other emergency services to augment their capabilities, if available.
- The Fire Department will implement existing operating procedures, mutual aid agreements and notification as outlined within existing protocols.

D. Recovery Actions

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

- Coordinate decontamination functions, if necessary.
- Assist in providing security for disaster-affected areas, if requested.
- Coordinate in clean-up operation.
- Coordinate outside fire-suppression assistance.

- Perform such other functions as requested by the City Manager to alleviate suffering and return the citizens of Dover to as near normal conditions as possible.

IV. Roles and Responsibilities

The Fire & Rescue Department will:

- Extinguish and contain all fires.
- Receive the notification of an actual or impending emergency and respond with appropriate resources.
- Disseminate emergency warnings to the general public.
- Assist owners or operators of commercial and industrial facilities which may require special fire protection to plan for such special procedures as may be required for facility protection.
- Train fire personnel for multi-hazard response and discipline.
- Maintain an up-to-date inventory of personnel and equipment.

The Police Department will:

- Coordinate traffic control.
- Coordinate emergency transportation routes.

The Emergency Management Director will:

- Establish the Emergency Operations Center, as needed.

The Community Services will:

- Assist the Fire Department in the implementation of this ESF.

The Health Officer will:

- Coordinate with the Fire Department on public health matters.

The Inspection Services Division will:

- Coordinate inspection of buildings with the Fire Department.

The Human Services Department will:

- Coordinate human services with the Fire Department.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.

V. References

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

Fire Department Standard Operating Guidelines (SOGs) for fire suppression.

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officer's Association

ESF- INFORMATION AND PLANNING

Primary Agency: Emergency Management Director

Support Agencies: All departments involved in response operations.

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. However, decision and assignment of resources are not executed in this ESF. 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. The activities are grouped among the following functions:

1. **Information Processing** in order to process essential elements of information from local, state, federal and other resources and to disseminate in order to provide for adequate response activities.
2. **Reports** to consolidate information, document response activities and to provide essential information to local, state, federal and other sources.
3. **Displays** to maintain information and status in order to facilitate briefings and current activities.
4. **Planning and Support** for consolidating data to support the preparation of the Action Plan.
5. **Technical Services** to coordinate remote sensing and reconnaissance requirements; provide hazard-specific technical advice to support operational planning; and use additional subject matter experts or technical specialists, as needed.

II. Concept of Operations

A. General

Typically, the activities of ESF- Information and Planning will commence once the local EOC is activated due to an emergency situation. The following provides an overall description of the concept of operations.

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. 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 primary agency. ESF-Information and Planning 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-Information and Planning 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 Activation

In response to an event that would cause the activation of the local EOC, the Public Safety Dispatch would initiate notification procedures.

C. Emergency Response Actions

The emergency response actions for this ESF are as follows:

- The initial actions are the activation of the ESF with the determination of staff requirements at the local EOC in order to collect, process and disseminate incoming information.
- Collect, process and disseminate information on the disaster or emergency situation for use by the local EOC.
- Prepare briefings and reports based on input from other ESF operational elements.
- Maintain status boards, maps and charts critical to the operation of the local EOC.

- Prepare planning reports and develop special reports describing specific actions, priorities or contingency planning requirements as requested.
- Log and track local, state and federal response actions and request to support operational elements.

III. Roles and Responsibilities

See Responsibilities listed on Page 17 of the Basic Plan.

V. References

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

Not Applicable

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

Not Applicable

ESF- MASS CARE AND SHELTER

Primary Agency: Emergency Management Director

Support Agencies: Fire & Rescue Department
Police Department
Community Services
Human Services
Health Officer
Purchasing & Finance
School Department
Planning Department
Inspection Services Division
Recreation Department
Public safety Dispatch

I. Introduction**A. Purpose**

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

II. Situation and Planning Assumptions

The recommendation to evacuate people at risk during an emergency situation automatically requires that shelter spaces be made available and feeding operations for evacuees begin. The Dover Middle School and Dover High School, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number from an affected community nearby. As identified in Appendix E – Resource List there are other buildings that could be expediently upgraded to provide shelter. In the case of an emergency, the population would be advised to seek shelter in the best available facility.

III. Concept of Operations**A. Policies****General**

- The American Red Cross (ARC) has been designated as a support agency responsible for mass care and shelter. State agencies have been designated to support the mass care foundation. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.
- The City Manager will advise the public through the Emergency Alert System on the shelter locations(s) and the procedures to follow when evacuating.

Mass Care

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

B. Notification and Activation

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

Upon notification of full activation of the plan, the EMD will inform ESF-Mass Care & Shelter support agencies and the local Chapter of the ARC of plan implementation and share information about what has occurred and initial response actions.

IV. Roles and Responsibilities**The Emergency Management Director will:**

- Notify local and state agencies and the American Red Cross of shelter needs.
- Identify and secure permission of those buildings to be designated as shelters.
- Coordinate with the Fire Department the facilities providing the best protection.
- Obtain cots and blankets from American Red Cross and any other sources.

The School Department will:

- Prepare the schools for sheltering.
- Make available on-hand food supplies.
- Provide available personnel, as available, for registering evacuees.

The Fire & Rescue Department will:

- Advise on those facilities that provide the best fire protection.
- Inspect the building stability of the shelters.
- Provide emergency medical treatment and transportation.

The Police Department will:

- Provide security at the shelters, as manpower resources permit.

The Community Services will:

- Assist the EMD in the implementation of this ESF.

The Human Services will:

- Assist with the shelter operations.
- Coordinate feeding operations with the American Red Cross.
- Obtain shelter supplies (cots, clothing, personal items) from American Red Cross and any other sources.

The Health Officer will:

- Inspect the public health safety aspects of shelters (food & sanitation).

The Purchasing & Finance Department will:

- Procure goods & services for shelter operations.

The Inspection Services Division will:

- Inspect shelters for building safety.

The Recreation Department will:

- Provide personnel and other resources necessary for shelter operations.

The Planning Department will:

- Assist the EMD in the implementation of this ESF.

V. References

None

ESF-RESOURCE SUPPORT

Primary Agency: Emergency Management Director (EMD)

Support Agencies: City Manager
Police Department
Fire & Rescue Department
Community Services
Health Officer
Inspection Services Division
School Department
Purchasing & Finance
Human Services
Planning Department
Recreation Department
City Clerk
Public Safety Dispatch

I. Introduction**A. Purpose**

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

II. Situation and Planning Assumptions

The City of Dover 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. If possible, the stockpiling of as much essential materials as possible will begin during pre-crisis periods on instructions of the NH Bureau of Emergency Management. The nature of the emergency might be such that the community would have to survive for an extended period of time on those resources available until outside assistance can be obtained. Therefore, rationing may become necessary. Eventually, outside assistance will become available from federal, state or regional sources.

III. Concept of Operations**A. General**

Upon activation of the Emergency Operations Center, each emergency services department will report to the EMD on the status of essential resources available, present or predicted shortfalls and needs for additional resources. The EMD will report the shortfalls and needs to the NH Bureau Emergency Management and request assistance, if

the necessary resources are exhausted or not available locally. In order that State and/or Federal resources be requested, the community must show that its capability to continue response is inadequate.

B. Notification and Activation

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

C. Emergency Response Actions

1. **Preparedness**

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

2. **Response**

a. **Initial Actions**

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

b. **Continuing Actions**

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

3. **Recovery**

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

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

E. Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full deactivation would occur at the termination of the operational elements at the local EOC.

IV. Roles and Responsibilities

The Emergency Management Director will:

- Coordinate requests for additional personnel and equipment.
- Advise the City Manager on the location of additional resources.
- Maintain the Resource Inventory Listing in an up-to-date condition.
- Assume overall control of resource allocation.
- Report resource shortfalls to the Bureau of Emergency Management.

The City Manager will:

- Issue such orders and/or proclamations necessary to conserve essential on-hand resources.
- Acquire such private resources as are needed and authorize the expenditure of funds necessary for acquisition.
- Request assistance from neighboring communities and/or the State.
- Authorize the release of excess resources to neighboring communities and/or the State.

The Fire & Rescue Department will:

- Provide personnel and equipment in the implementation of this ESF.

The Police Department will:

- Provide personnel and equipment in the implementation of this ESF.

The Community Services will:

- Maintain liaison with local contractors and construction equipment suppliers.

The School Department will:

- Provide facilities, transportation and personnel necessary to support the emergency.

The Health Officer will:

- Maintain liaison with NH Health and Human Service Department.
- Assist Emergency Management Director in identifying local and regional health resources.

The Inspection Division will:

- Provide building inspection resources, including mutual aid, in support of this ESF.

The Purchasing & Finance Department will:

- Disburse funds on orders of the City Manager.
- Maintain records of funds expended for possible post-disaster reimbursement.

The Human Services Department will:

- Provide listing and sources of health & humans services for use during an emergency.

The Recreation Department will:

- Provide personnel and equipment in support of this ESF.

The Planning Department will:

- Provide mapping, planning and engineering resources in support of the emergency.

The City Clerk will:

- Assist the EMD in the implementation of this ESF.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.
- Contact mutual aid resources.

V. References

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

Police Department Standard Operation Procedures
Fire Department Standard Operating Guidelines

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

Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officer's Association
Police Department Mutual Aid
Public Works Mutual Aid

ESF-HEALTH AND MEDICAL SERVICES

Primary Agency: Fire & Rescue Department

Support Agencies: Emergency Management Director
Police Department
Community Services
School Department
Human Services
Health Officer
Public Safety Dispatch

I. Introduction

A. Purpose

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

II. Situation and Planning Assumptions

The City of Dover has one health facility, Wentworth-Douglass Hospital, which would require emergency planning. There are approximately 50 physicians, 100 nurses and 100 licensed practical nurses residing in the community who could be used to augment the medical capability in addition to volunteers with first aid training. Dover Fire & Rescue maintains the rescue service and there are two private ambulance services serving the surrounding communities.

A major emergency affecting the community and the surrounding area could result in a high rate of casualties and fatalities. A temporary morgue will be established with refrigeration trucks if needed. There are two funeral homes and the Dover Ice Arena that may be available for temporary storage of corpses.

There is a health officer available. Guidance in health matters in an emergency is available from the State Division of Public Health.

Since no judgment can be made as to the health and medical capabilities which would survive a major emergency, certain expedient medical decisions will be made following an assessment of the capabilities remaining. Should the emergency require that a major evacuation be recommended, service for health facilities would be reduced for the period of time necessary to discontinue service, move to a host area and reestablish limited service.

Health facilities located in the host areas would have to be expanded to allow for increased demand. Those patients whose needs can reasonably be deferred would be evaluated and discharged.

Because of the fluctuation in numbers and types of patients, certain decisions can only be made at the time of the emergency. Any privately owned and operated health facilities will remain under the control of their regular management.

III. Concept of Operations

A. General

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

In the post-disaster period, potential threats to human health such as contaminated water could be possible. Therefore, the public must be alerted to them and the procedures necessary for safeguarding health. Because of the varieties of natural and man-made disasters, many decisions will have to be made at the time of the incident based on an expedient capability assessment and the availability of medical resources. These decisions must be made on the best advice and recommendations available to the EMD and Health Officer. Federal and state officials will assist in the decision-making process.

B. Emergency Response Actions

Upon activation of this ESF the EMD will:

- Establish liaison with the Fire Department, local health officer, community-based organizations, state and federal agencies as appropriate.

IV. Roles and Responsibilities

The Fire & Rescue Department will:

- Coordinate emergency medical services.
- Provide all emergency medical treatment functions.
- Assess the medical capabilities on hand.
- Establish medical procedures for evacuees at the shelter(s).
- Provide situational reports containing the number, type and severity of casualties to the EMD.
- Coordinate medical assistance with area hospitals, if necessary.
- Make requests for medical assistance, equipment, supplies and health manpower, as appropriate through local EOC.

The EMD will:

- Coordinate emergency health functions with the Health Officer.
- Provide situation reports containing the number, type and severity of casualties to the State EOC.
- Coordinate with health care facilities on the release of names of casualties and proper notification to kin.
- Request the Disaster Behavioral Health Response Team (DBHRT) through the Bureau of Emergency Management, as needed.

The Health Officer will:

- Coordinate public health functions.
- Maintain direct contact with Fire Department/EMS and the EMD.
- Act as liaison with the state Health & Human Services department.
- Coordinate implementation of public immunization.
- Establish a temporary morgue.

The Police Department will:

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

The School Department will:

- Provide support with facilities and school nurses, as available.

The Community Services will:

- Assist the Fire Department/Rescue and Health Officer in the implementation of this ESF.

The Human Services will:

- Coordinate human services needs with the Fire Department/Rescue.

The Public Safety Dispatch will:

- Dispatch emergency services personnel.

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

Fire Department Standard Operating Guidelines
State of NH Region 3 Emergency Medical Protocols

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

Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officer's Association

C. *Plans*

Public Health Emergency Preparedness and Response Plan
Influenza Pandemic Plan
Point of Distribution Plan (Including Standard Operating Procedures for POD)
Risk Communication Plan (Template forthcoming from DSSH)
Isolation & Quarantine Plan (Template forthcoming from DHHS)
Mass Fatality Plan
Medical Surge Plan

D. *Special Teams/Units***a. Critical Incident Stress Debriefing Team (CISDT)**

This organization is comprised of specially trained persons who assist victims, families, the general community and first responders to mentally and emotionally cope with disaster response and recovery efforts.

b. DHHS/Red Cross Volunteer Mental Health Team

A volunteer group comprised of DHHS employees (e.g., mental health counselors, substance abuse workers, social workers, nurses) who will respond to a disaster mental health assistance request to Mass Care, in the event of a declared emergency.

c. Rapid Needs Assessment Team (RNAT)

A proposed multi-agency team that would be mobilized by the Bureau of Emergency Management to visit an area of the State adversely affected by a disaster to conduct a needs assessment and communicate that information to the EOC. The RNAT, which includes DHHS personnel, is equipped to be self-sustaining for up to 72-hours.

d. Radiological Sampling Teams

A sampling component of the State's Radiological Emergency Response Plan, which is comprised of personnel and specialized equipment from DHHS, BEM, Department of Environmental Services, and the Department of Agriculture. The purpose of the team is to take environmental, food and water samples to test for the presence of radioactive isotopes.

e. The Action Response Group for Emergencies and Tampering (TARGET)

A team that is comprised of assets from the Public Health Laboratories, Bureau of Communicable Disease Control & Surveillance and the Bureau of Food Protection to respond to tampering incidents and disease emergencies. TARGET is activated by the Bureau of Food Protection in the event of a tampering incident, and by the Bureau of Communicable Disease Control & Surveillance in the event of a disease outbreak.

f. Disaster Behavioral Health Response Team (DBHRT)

There are five regional volunteer Disaster Behavioral Health Response Teams in New Hampshire that have been specially trained by DHHS to assist victims, families, the general community and first responders cope with the emotional and behavioral aspects of the disaster and recovery efforts. Each team is comprised of 80 to 100 counselors, social workers, psychiatrists, psychologists, ministers, etc. who live or work in the affected community.

g. Radiological Emergency Response Team

A team trained in radiation safety and radiological-emergency response in order to respond to, or assist in responses to, incidents involving radioactive materials.

ESF- SEARCH AND RESCUE

Primary Agency: Fire & Rescue Department

Support Agencies: Police Department
Emergency Management Director
Community Services
Inspection Division
Public Safety Dispatch
Recreation Department
Planning Department

I. Introduction

A. Purpose

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

II. Concept of Operations

A. General

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.

B. Notification and Activation

Initial notification will normally be made by the Public Safety Dispatch center.

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

C. Emergency Response Actions

The Fire & Rescue Department will be responsible for the following:

- Assign a representative to report to the local EOC as soon as possible after notification of ESF activation.
- The ESF representative will ensure that communication links are established with local or field command and control elements, and other primary and support agencies.

- Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to ESF-Information and Planning personnel for dissemination.
- Maintain complete logs of actions taken, resource requirements and other activities.

D. Recovery Actions

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

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

III. Roles and Responsibilities

The Fire & Rescue Department will:

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

The Police Department will:

- Coordinate with Fire Department and Fish & Game to conduct search and rescue operations.

- Collect and maintain the following ESF status information and coordinate with ESF-Information and Planning, to ensure inclusion into the situation report.
 1. Number of victim rescues attempted and completed.
 2. Status of rescue operations.
 3. Unmet needs.
 4. Allocated and requested Search and Rescue Resources.
 5. Staffing and resource shortfalls.
- Advise NH Fish & Game of any Search & Rescue event.
- Provide investigative services in missing persons cases.

The EMD will:

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

The Recreation Department will:

- Provide manpower and personnel in search and rescue operations.

The Inspection Division will:

- Coordinate with Fire Department relative to collapsed building rescue.

The Planning Department will:

- Provide mapping and engineering assistance to the Fire Department.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.
- Coordinate communications with State and Local resources.

The Community Services:

- Provide heavy equipment and engineering assistance.

IV. References

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

Police Department Standard Operating Procedures
Fire Department Standard Operating Guidelines

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Police Mutual Aid Agreements
Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officer's Association

ESF-HAZARDOUS MATERIALS

Primary Agency: Fire & Rescue Department

Support Agencies: Police Department
Emergency Management Director
Community Services
Health Officer
Planning Department
Public Safety Dispatch

I. Introduction

A. Purpose

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

B. Scope

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

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

II. Concept of Operations

A. Notification and Activation

- Initial notification will normally be made by the Public Safety Dispatch center.
- Upon notification of an incident, the Dover Fire Department will be requested to activate and coordinate ESF activities from the EOC.
- The Dover Fire Department will notify Seacoast Technical Assistance Response Team, implement existing operating procedures, mutual aid agreements, vendor contracts and notifications as outlined within existing protocols.
- Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

B. Emergency Response Actions

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

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

C. Recovery Actions

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

III. Roles and Responsibilities

The Fire & Rescue Department will:

- Ensure the use of Incident Command System (ICS) during all HazMat incidents in the City.
- Coordinate local activities during HazMat incidents.
- Coordinate HazMat activities including the Seacoast Technical Assistance Response Team (START).
- Coordinate with ESF-Transportation and ESF-Public Works and Engineering during HazMat scenarios involving transportation incidents.
- Ensure appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required.
- Establish and maintain a database of entities that sell, manufacture, store and/or transport extremely hazardous substances in City.
- Coordinate with ESF-Resource Support in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations.

- Collect and maintain the following ESF status information and coordinate with ESF-Information and Planning to ensure inclusion into the Situation Report (SITREP).
 1. Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
 2. Status of evacuation or Shelter-in-Place orders and personal protective actions.
 3. Staffing and resource capabilities and shortfalls.
 4. Unmet needs (staff, equipment, etc.).
 5. Allocation of HazMat resources.
 6. Status of operation facilities (i.e., staging areas, fixed/mobile command posts).
 7. Plume modeling information.
 8. Coordinate with ESF-Health and Medical Services to preserve the health and safety of response personnel.

- Coordinate with ESF-Transportation for resources involving transportation, highway conditions and weather conditions involving highways.

The EMD will:

- Provide direction and control at the Emergency Operations Center.

The Police Department will:

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

The Community Services will:

- Assist in the provision of containment resources as needed.
- Provide and assist in the evacuation of areas impacted or potentially impacted by a hazardous spill, leak or release, as necessary.
- Coordinate with the EMD on containment of contamination to the water supply system, sewer collection system and storm water system.

The Health Officer will:

- Ensure the health and safety of volunteers, including health risk assessment, injury prevention and mental health services.
- Provide and assist in the dissemination of public health personal protective actions as needed.
- Ensure the safety of the public's food and water.
- Assist with assessment, sampling and monitoring teams, as needed.

The Planning Department will:

- Provide infrastructure mapping to the Fire Department and EMD.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.
- Notification of mutual aid.

IV. References

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

Fire Department Standard Operating Guidelines
Police Department Standard Operating Procedures

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Interstate Emergency Unit Mutual Aid System
Community Mutual Aid Association
Seacoast Chief Fire Officer's Association
Seacoast Technical Assistance Response Team (START)

ESF-FOOD AND WATER

Primary Agency: Emergency Management Director

Support Agencies: Human Services
Purchasing & Finance
Health Officer
School Department
Recreation Department
Planning Department
Police Department
Fire & Rescue Department
Community Services
Public Safety Dispatch

I. Introduction

A. Purpose

The purpose of ESF-Food and Water is to identify, secure or prepare for distribution, and arrange for transportation of safe food to affected areas in response to a disaster.

B. Scope

Activities will be undertaken to: identify authorized food assistance needs; obtain appropriate and safe food supplies; arrange transportation of supplies to designated sites; and/or assist in authorization of emergency food stamp assistance.

II. Concept of Operations

A. General

This ESF will coordinate food and potable water supplies to designated sites and coordinates such activities through ESF-Mass Care and Shelter with the American Red Cross (ARC), or other facility managers, regarding special nutritional requirements, food safety and the issuance of disaster food vouchers.

B. Notification and Activation

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

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

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

C. Emergency Response Actions

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

- The EMD will locate at the local EOC as soon as possible after notifications.
- Determine initial and ongoing activities through established intelligence gathering procedures.
- Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts and policy matters as necessary.
- Maintain complete log of activities taken, resources ordered, records and reports.

III. Roles and Responsibilities

The EMD will:

- Maintain records of the cost of supplies, resources and employee hours needed to respond to the disaster.
- Coordinate with ESF-Health & Medical to assess food and potable water supplies.
- Coordinate Food & Water supply and distribution with Support Agencies.

The Human Services will:

- Collect and maintain the following ESF status information and coordinate with ESF-Information and Planning to ensure inclusion into the Situation Report;
 1. Number of people and meals served.
 2. Number of food stamps distributed to disaster victims.
 3. Status of feeding operations.
 4. Unmet needs (staff, equipment, etc.).
 5. Staffing and resource capabilities and shortfalls.
 6. Dietary needs.
 7. Sources of food.
 8. Coordinate, with ESF-Health & Medical Services, the health and safety of response personnel.
- Coordinate feeding operations with the American Red Cross.
- Develop a course of action that will ensure timely distribution of food.

The School Department will:

- Assist the EMD with the distribution of food.
- Provide school cafeteria facilities and food supplies as needed.

The Community Services will:

- Ensure water supply to shelters.

The Recreation Department will:

- Provide personnel and supplies in the implementation of this ESF.

The Fire & Rescue Department will:

- Provide personnel and supplies in the implementation of this ESF.

The Police Department will:

- Provide personnel and supplies in the implementation of this ESF.
- Provide security for food supply as necessary.

The Health Officer will:

- Monitor safety of food and water supplies.

The Planning Department will:

- Assist the EMD in the implementation of ESF-Food & Water.

The Purchasing & Finance will:

- Procure the necessary food and water supplies.

The Public Safety Dispatch will:

- Provide personnel and supplies in the implementation of this ESF.

V. References

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

None

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

None

ESF- ENERGY

Primary Agency: Community Services

Support Agencies: Emergency Management Director
Fire & Rescue Department
Police Department
School Department
Public Safety Dispatch
Planning Department
Inspection Division

I. Introduction

A. Purpose

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

B. Scope

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

II. 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.

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.

B. Notification and Activation

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

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

C. Emergency Response Actions

The following should be considered for emergency response:

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

III. Roles and Responsibilities

The Community Services will:

- Determine what critical facilities need utility restoration.
- Restore utility services to priority facilities.
- Coordinate with the Police and Fire Departments in the implementation of this ESF.

The Police Department will:

- Determine the possible energy needs for emergency responders.
- Provide traffic control at utility restoration locations.

The Fire & Rescue Department will:

- Determine the possible energy needs for emergency responders.
- Provide for the safety of energy personnel, equipment and critical facilities as necessary.
- Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

The Emergency Management Director will:

- Prioritize resource requests and allocations, as needed.
- Identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters.

- Collect and maintain the following ESF status information and coordinate with ESF-Information and Planning to ensure inclusion into the Situation Report (SITREP).
 1. Status of energy systems.
 2. Status of Critical Facilities.
 3. Areas without energy.
 4. Unmet needs (staff, equipment, etc.).
 5. Staffing and resource capabilities and shortfalls.
 6. Coordinate with ESF-Health & Medical Services the health and safety of response personnel.

The Inspection Division will:

- Assist in the restoration of utilities to public and private structures.

The Planning Department will:

- Coordinate with the Police and Fire Departments in the implementation of this ESF.

The Public Safety Dispatch will:

- Notify public utilities of any power outages and other shortages.
- Provide back-up communication.

IV. References

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

None

B. Interagency Agreements/Compacts/Mutual Aid Agreements

None

ESF-LAW ENFORCEMENT AND SECURITY

- Primary Agency:** Police Department
- Support Agencies:** Emergency Managements Director
Community Services
Fire & Rescue Department
Public Safety Dispatch
Inspection Division
Information & Technology

I. Introduction

A. Purpose

To provide a coordinated emergency response for law enforcement and security.

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

The Police Department has 56 members. The Police Chief serves full-time and is the operational and administrative head of the department. It is as well-equipped as any community of comparable size.

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

The citizens of Dover would probably comply with orders issued and carried out by duly authorized law enforcement officials.

III. Concept of Operations

A. General

Law enforcement and security will be initiated at the lowest operational level by the Dover Police Department.

B. Notification and Activation

Under normal conditions, the Police Department will function under regular department Standard Operating Procedures/guidelines.

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

- Begin call-up of off-duty police personnel.
- Recruit additional personnel if needed.
- Notify the City Manager and 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.
- Maintain this ESF in an up-to-date condition.

C. Emergency Response Actions

Immediate actions upon activation include, but are not limited to:

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

D. Recovery Actions

Recovery efforts will require the coordination of security in the affected area(s), traffic and control point(s) implementation, aircraft transportation and mobilization and demobilization of resources, manpower and equipment. At a minimum the Police Department will perform the following functions:

- Patrol disaster-affected area to prevent vandalism and looting.
- Coordinate outside law enforcement assistance.

E. Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD and as recommended by this ESF.

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

- a. Law enforcement and security needs return to being fully met by the affected primary jurisdictions.

- b. Activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction.

IV. Roles and Responsibilities

The Police Department will:

- Provide necessary law enforcement services.
- Provide emergency crowd and traffic control.
- Provide patrols in damaged and/or evacuated areas, as manpower resources permit.
- Assist in public warning and alerting procedures.
- Assign personnel and equipment to the appropriate host area to augment law enforcement capabilities.
- Coordinate appropriate identification for emergency services personnel, essential workers and vehicles.
- Perform such other emergency functions for the safety of people and the protection of property as deemed necessary by the City Manager.

The Emergency Management Director will:

- Provide operational support and resources, where appropriate, in support of the management of ESF-Law Enforcement.

The Community Services will:

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

The Fire & Rescue Department will:

- Support the Police Department in the implementation of this ESF.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.
- Activate Police Mutual Aid.

The Information and Technology Department will:

- Support the Police Department with information and technology assistance.

The Inspection Division will:

- Assist the Police Department in the implementation of this ESF.

V. References

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

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

B. Interagency Agreements/Compacts/Mutual Aid Agreements

The Dover Police Department maintains Mutual Aid Agreements with surrounding communities

ESF-PUBLIC INFORMATION

Co-Primary Agency: Emergency Management Director
City Manager

Support Agencies: Police Department
Fire & Rescue Department
Public Safety Dispatch
School Department
Health Officer
Planning Department
Human Services
Recreation Department
Information & Technology
City Clerk

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

Emergency/Disaster Conditions and Hazards:

- An emergency or disaster may cause extensive damage to life and property. Communications and transportation access will likely be disrupted or destroyed. Preservation of life and property may hinge on instructions and directions given by authorized officials.

- Accurate and expedited dissemination of information is critical, particularly when a terrorist incident has occurred. The public and the media must be provided with

accurate and timely information on emergency operations. Establishing and maintaining an effective rumor-control mechanism will help clarify emergency information for the public. Initial interaction with the media is likely to be implemented by an information officer, as directed by the Incident Commander (IC) in the field.

Means of Dissemination:

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

- Emergency Alert System (EAS)
- Television
- Radio
- Cable TV not participating in EAS
- Newspaper
- Specially printed materials
- TDD/TTY
- Rumor Control / Citizen Information Center
- Hot Lines
- In addition to these resources, back-up means can also be utilized including a vehicle-mounted public address system and door-to-door notifications.
- Internet/City Website

Audience

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

B. Planning Assumptions

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

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

III. Concept of Operations

A. General

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

B. Information and Support Structure

Local Information Support Structure:

The City Manager can activate the local EAS for those emergencies that are local in scope. However, the Governor and the NH Bureau of Emergency Management will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS).

The community is served by 4 radio stations, WTSN (1270am), WWNH (1340am), WOKQ (97.5fm) and WFNX (101.7fm). The community is served by three daily newspapers, Foster's Daily Democrat, the Portsmouth Herald and The Union Leader. TV coverage is provided by stations WMUR, Channel 9, and TV Cable System. Most families have access to local area electronic and print media. In addition, the city's web site (www.ci.dover.nh.us) can be updated to reflect changing conditions.

State Information Support Structure:

The Department of Safety – Bureau of Emergency Management (BEM), Public Information Officer (PIO) will coordinate the management of the State's emergency public information response through all phases of disaster.

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

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

Federal Information Support Structure:

The State will coordinate with Federal agencies to provide federal-level information to the public following a natural or technological emergency or disaster, as deemed necessary. The Federal government will assist with locating and managing the operations of a JIC, if requested.

C. Notification and Activation

- In response to an event that would require the activation of the local EOC, the EMD would initiate notification.
- This ESF may be activated at the request of an appropriate agency when an emergency condition exists.

- Upon activation the ESF representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

IV. Roles and Responsibilities

The Emergency Management Director will:

- Gather and analyze all public information and instructions and provide to City Manager.
- Provide information to the City Manager for new releases.
- Establish an emergency media center, if necessary.

The City Manager will:

- Act as the primary contact person for the media unless he/she designates someone else to disseminate emergency information and instructions to the public.
- Authorize the activation of the local area EAS and other warning systems.
- Prepare news releases.
- Arrange regular media briefings.

The Fire & Rescue Department will:

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

The Police Department will:

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

The Human Services Department will:

- Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the EMD and/or City Manager.

The School Department will:

- Coordinate with the EMD and/or City Manager to provide public information to the student population.

The Information & Technology Department will:

- Coordinate with the EMD and/or City Manager to provide public information on the City's Website.

The City Clerk will:

- Coordinate with the EMD and/or City Manager to provide emergency information to the public.

The Planning Department will:

- Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the EMD and/or City Manager.

The Health Officer will:

- Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the EMD and/or City Manager.

The Recreation Department will:

- Coordinate with the EMD and/or City Manager to provide emergency information to the public.

V. References

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

None

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

None

ESF-VOLUNTEERS AND DONATIONS

Primary Agency: Emergency Management Director

Support Agencies: Human Services
Recreation Department
City Manager
Purchasing & Finance
Inspection Division
Planning Department
Health Officer
Public Safety Dispatch
Police Department
Fire & Rescue Department
Community Services
School Department

I. Introduction

A. Purpose

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

B. Scope

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

II. Concept of Operations

A. General

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

B. 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.
- This ESF may be activated at the request of an appropriate representative when an emergency condition exists.

- Upon activation, the ESF representative will implement existing operating procedures and support agency notifications as outlined in existing protocols. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

C. Emergency Response Actions

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

D. Recovery Actions

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

III. Roles and Responsibilities

The Emergency Management Director will:

- Identify the need for volunteers and donations.
- Coordinate with the Human Services Department and Red Cross on the receipt and delivery of volunteers and donations.
- Identify prospective staging areas and warehouses available for lease before an event occurs.
- Coordinate the Emergency Operations Center as needed.

The Human Services Department will:

- Coordinate the receipt of donations.
- Coordinate with the ARC on the provision and operation of a Donated Goods and Volunteer Services Call Center.

The City Manager will:

- Coordinate with City Attorney on matters of legality and fraud in acceptance of donated goods and services.
- Provide liaison between local, state and federal government.

The Purchasing & Finance Department will:

- Track and process financial donations and inventories.

The School Department will:

- Assist in the collection of volunteers and donations.

The Fire & Rescue Department, Police Department, Community Services, Public Safety Dispatch, Health Officer, Planning Department, Inspection Division, Recreation Department and City Clerk will:

- Assist the EMD in the identification, collection and distribution of volunteers and donations.

V. References

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

None

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

None

ESF-ANIMAL AFFAIRS

Co-Primary Agency: Police Department
Health Officer

Support Agencies: Fire & Rescue Department
Community Services
Emergency Management Director
Public Safety Dispatch
City Manager
School Department
Human Services

I. Introduction

A. Purpose

To provide a coordinated response in the management and containment of any communicable disease resulting in an animal health emergency affecting the health, welfare and safety of New Hampshire's wildlife, livestock, residents and visitors, as well as responding to pet, farm, and wild animal care needs before, during and after a significant natural disaster or man-made event.

B. Scope

ESF -Animal Affairs provides the framework for managing and coordinating the activities and resources required to affect the rapid containment of any reportable and/or communicable disease that poses a significant threat to the health and welfare of animals and people. This will include pets (domestic and exotics), wildlife and livestock. This ESF will also provide for the overall management, coordination and prioritization of statewide resources that support pet, farm and wild animal needs in the event of an emergency or disaster.

II. Concept of Operations

A. General

This ESF will manage and coordinate all activities/operations involved in animal health emergencies in the State, as requested, and that are beyond the capabilities of the local jurisdictions. This ESF will also provide operational guidelines for the care and support of animals in the event of a disaster.

B. Notification and Activation

- Upon notification, the Police Department and/or Health Officer will notify the EMD of an impending or actual animal/human health emergency posing a

significant threat to agricultural health and safety. The EMD will request agency representatives to activate ESF operations.

- This ESF may be activated at the request of an appropriate agency through the EMD when an emergency condition exists.
- Upon activation, the ESF representative will implement operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control.

C. Emergency Response Actions

- The Police Department and/or Health Officer will establish operations at the EOC as soon as possible after the notification and activation of the ESF.
- The EOC will brief the ESF representatives upon arrival, update support agency staff and monitor activities.
- Determine response needs and available resources.
- If the emergency involves a foreign animal disease outbreak, the ESF representative will coordinate with the Commissioner of Agriculture and BEM to request a Secretary's Emergency or Extraordinary Emergency Declaration, as appropriate.
- Maintain complete logs of actions taken, reports and resource capabilities and shortfalls.

D. Recovery Actions

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

III. Roles and Responsibilities

The Health Officer will:

- Coordinate with ESF-Public Works and Engineering to assist in the disposal of animal carcasses and site remediation.
- Collect and maintain the following ESF status information and coordinate with ESF-Information and Planning to ensure inclusion into the Situation Report (SITREP):
 - a. Status of Containment and Disposal efforts.
 - b. Statistical Information such as:
 - 1) Number of Animals Culled/Destroyed (domestic and wild).
 - 2) Number of Infected Farms/Operations.
 - 3) Collateral Impacts (e.g., crops).
 - c. Status of Quarantine Areas.
 - d. Status of Commissioner's Declaration.
 - e. Unmet Needs.
 - f. Allocated Resources.

- g. Status of Critical Facilities (i.e., communications center, equipment storage sites, operational sites, etc.).
- h. Staffing and Resource Shortfalls.
- i. Number of Animals Sheltered.
- j. Number of Animals Treated.
- k. Number of Animals Rescued and Identified.

- Coordinate with ESF-Health and Medical Services regarding issues such as public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.
- Coordinate with ESF-Health and Medical Services and ESF-Public Information for the release of public information regarding animal health issues.

The Police Department will:

- Provide an Animal Control Officer to assist the Health Officer.
- Coordinate with ESF-Communications and Alerting to establish and maintain communications with field operations, as necessary.
- Provide traffic control operations and enforce quarantine areas, as requested and available.

The Community Services will:

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

The Emergency Management Director will:

- Establish operations at the EOC as necessary, to coordinate the implementation of ESF-Animal Health.

The City Manager will:

- Provide public information regarding animal health emergencies.

The School Department will:

- Assist the Health Officer and Police Department with the dissemination of animal health emergencies to the student population.

The Human Services Department will:

- Assist the Health Officer and Police Department with the implementation of this ESF.

The Fire & Rescue Department will:

- Assist the Health Officer and Police Department with the implementation of this ESF.

The Public Safety Dispatch will:

- Dispatch emergency response personnel.

IV. References

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

Police Department Standard Operating Procedures

Radiological Protection Annex

Confidential:
Removed for Security Purposes

Terrorism Annex

Confidential:
Removed for Security Purposes

Hazard Specific Annexes

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MULTIPLE VEHICLE ACCIDENT

SITUATION

As there are main east-west and north-south thoroughfares, substantial volumes of traffic utilize roadways within the City that could significantly impede City 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.
- Notifies and coordinates state law enforcement agencies.
- Investigation of collision and/or fatalities.
- Notifies Emergency Management Director.

Fire & Rescue Department

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

Community Services Director

- Assist with equipment and personnel.
- Assist police with road closure.
- Provide containment materials for spills if requested.
- Provide sand/salt of roadway if requested.
- Assist with post clean-up and opening of roadway if requested.

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 too)

Fire & Rescue Department

- Initial response and assessment.
- Command and control of the scene.
- Implementation of department standard operating guidelines (SOGs).
- Recommend protective actions to be taken.
- Notify Emergency Management Director.
- Coordination of mutual aid response and the Seacoast Technical Assistance Response Team (START).
- Coordination of state and federal agencies in mitigating the release.
- Initiate investigation of the release, in coordination with local and state police.
- Request assistance from the Health Officer, Emergency Management Director and Planning Department.

Police Department

- Initial response and assessment with Fire & Rescue 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.
- Implementation of department standard operating procedures (SOPs).

Community Services Director

- Assist with personnel and equipment.
- Provide containment materials for spills, if requested.
- Assist police with road closure, if necessary.
- Assist with opening of roadway, if requested.

Emergency Management Director

- Staff EOC, as necessary.
- Assists fire and police as requested.
- Assists in long term planning strategies.

EARTHQUAKE

SITUATION

The City 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 too)

Fire & Rescue Department

- Initial response and assessment.
- Command and control of the scene.
- Search and rescue of affected property.
- Collapsed building rescue.
- Implementation of Mass Casualty Plan.
- Hazardous Materials Response.
- Assist with evacuation.

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 City Manager (curfew).

Community Services Director

- Inspect and assess the municipal infrastructure.
- Assist the fire department with equipment and personnel.
- Inspect and assess structural stability of buildings, bridges and dams in conjunction with the Building Inspector.

City Manager

- Initiates Emergency Public Information System.
- Request and assist with state and federal agencies as required.
- Authorizes public restrictions (curfew).

Emergency Management Director

- Staffs EOC as necessary.
- Determine the stability of temporary shelters with the Planning Department.
- Coordinate American Red Cross Services.
- Coordinates the set-up of temporary shelters.
- Tracks the deployment of personnel and equipment.
- Coordinates state and federal agencies and resources.

HURRICANES

SITUATION

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

RESPONSIBILITIES (may consist of but not limited too)

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 & Rescue Department

- Review general operating guidelines and determine availability to recall additional personnel.
- Review vehicle/equipment resource status (fuel, pumps, tarps, saws).

Police Department

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

Community Services Director

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

City Manager

- Review all departments personnel availability status.
- Initiates Emergency Alert System and issues statement to the media on the City’s plans as needed.

Emergency Management Director

- Monitor Hurricane behavior.
- Consider activation of the EOC.

C. At a Hurricane “Warning”

Fire & Rescue Department

- Staff the EOC.
- Assemble available equipment.
- Prepare department facilities for high winds and loss of power.
- Assist the Community Services Director as necessary.
- Respond to emergencies.
- Assist in the setup of shelters.

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 Community Services Director as directed by the Emergency Management Director.
- Provide security to severely damaged areas.
- Monitor traffic conditions and determine alternative routes where required.

Community Services Director

- Recall additional personnel, as necessary.
- Staff the EOC.
- Assemble available equipment.
- Prepare department facilities for high winds and loss of power.
- Anticipate flood and wind damage conditions.
- Maintain roadway passage.
- Obtain additional equipment as directed by the Emergency Management Director.
- Assist in blockading roadways due to hazardous conditions.
- Inspect and assess structural stability of buildings, bridges and dams in conjunction with the Planning Department.

City Manager

- Advise City residents through the Emergency Public Information System.
- Request state and federal assistance.
- Authorize procurement of additional equipment as necessary.

Health Officer

- Monitor safety of food, water and sanitation services provided at shelters.

School Department

- Open school for shelter.
- Identify availability of food, water and sanitation services.
- Identify available personnel to assist with shelter operations.
- Coordinate with Police Department on security concerns.
- Coordinate with the EMD on shelter needs.

Emergency Management Director

- Open temporary shelters if required.
- Contact school/shelter to begin shelter procedures.
- Assemble all available equipment lists and track deployment of equipment.
- Monitor hurricane movement and storm status.
- Coordinate American Red Cross Services and temporary shelters.
- Review special needs facilities and personnel lists for distinct considerations (medical supplies, special transportation).
- Prepare informational bulletins for release through Public Information Officer.
- Monitor utility services and coordinates activities.
- Staff EOC as necessary.
- Coordinate emergency transportation with bus companies.

TORNADO

SITUATION

Shifting weather patterns could result in severe weather affecting the City 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 too)

Fire & Rescue Department

- Initial response and assessment.
- Search and rescue.
- Collapsed building rescue.
- Implement Mass Casualty Plan.

Police Department

- Provide security to severely damaged areas.
- Provide traffic control.
- Assist RFire & Community Services departments.

Community Services Director

- Prepare personnel and equipment upon notification of a tornado “warning”.
- Maintain roadway passage.
- Inspect and assess structural stability of buildings, bridges and dams in conjunction with the Building Official.
- Assist police department in traffic control.
- Monitor weather and advise Emergency Management Director of Tornado Watch.

City Manager

- Initiates Emergency Alert System and issues statement to the media.
- Solicits state and/or federal resources as required.

Emergency Management Director

- Authorizes opening of emergency shelters.
- Assembles all available equipment lists and track deployment of equipment.
- Monitors tornado movement and storm status.
- Coordinates American Red Cross Services and temporary shelters.
- Review special needs facilities and personnel lists for distinct considerations (medical supplies, special transportation).
- Prepare informational bulletins for release through Emergency Alert System.
- Monitor utility services and coordinates activities.
- Staffs EOC as necessary.
- Coordinates emergency transportation with bus companies.

DOWNED AIRCRAFT

SITUATION

With the close proximity of surrounding airports, the potential exists for general aviation aircraft to affect the City in an accident as a result of an in-flight emergency or plane crash.

RESPONSIBILITIES (may consist of but not limited to)

Fire & Rescue Department

- Initial response and assessment.
- Command and control of the scene.
- Fire control.
- Rescue operations.
- Hazardous materials response.
- Initiate Mass Casualty Plan.
- Request mutual aid.

Police Department

- Initial response and assessment.
- Perimeter control.
- Assist fire department.
- Provide scene security.
- Assist in any evacuations.
- Coordinate investigation with state and federal agencies.

Community Services Director

- Assist with equipment and personnel.
- Provide temporary facilities for debris storage.

City Manager

- Initiate Emergency Alert System if required, and issues statements to the media.
- Solicit state and/or federal assistance if required.

Emergency Management Director

- Staff EOC if required.
- Prepare information for release by City Manager/PIO.
- Coordinate the needs of the emergency responders.
- Establish temporary morgues in cooperation with Health Officer.
- Coordinates American Red Cross activities if required.
 - a. Coordinates the needs for the un-injured.
 - b. Coordinates the needs of the families.

FLOODING

SITUATION

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

RESPONSIBILITIES (may consist of but not limited to)

Fire & Rescue Department

- Initial response and assessment.
- Command and control of the scene.
- Water rescue.
- Evacuation of flooded areas.
- Assist with damaged buildings.
- Evaluate hazardous materials storage for impact.
- Assist with notification of residents.
- Oversee the evacuation of residents.

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.

Community Services Director

- Assess road and bridge conditions.
- Monitor river elevations and dams.
- Monitor erosion and roadway stability.
- Maintain storm drain system.
- Assist with heavy equipment.
- Fill/disperse sandbags.
- Assist Police Department in blocking of roads.

City Manager

- Initiate Emergency Alert System and issues statement to the media.
- Solicit state and/or federal assistance if required.

Emergency Management Director

- Staff EOC if required.
- Assemble all available equipment lists and track deployment of equipment.
- Track the deployment of personnel working the emergency.
- Coordinate the need for emergency transportation.
- Open temporary shelters if required.

Health Department

Providing flood contamination assessment.
Food and health safety inspection.

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 & Rescue Department

- Initial response and assessment.
- Command and control of the scene.
- Fire control.
- Rescue.
- Stabilize structures.
- Emergency medical services/Mass Casualty Plan.
- Coordinate outside agency response.
- Initiate origin and cause investigation of incident 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 Marshall's office, if intentional.

City Manager

- Issues public statements to the media as needed.
- Solicit state and/or federal assistance if required.

Emergency Management Director

- Staff EOC if required.
- Coordinates American Red Cross activities if required.
 - a. Coordinates the needs for the un-injured.
 - b. Coordinates the needs of the families.
 - c. Coordinates the needs of the emergency responders.
 - d. Establishes temporary morgues if needed.

SNOW/ICE STORM

SITUATION

The City 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)

Fire & Rescue Department

- Monitor weather conditions.
- 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.

Police Department

- 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.

Community Services Director

- Initial response and assessment of the storm.
- Keep Emergency Management Director informed of conditions.
- Work to maintain clear/sanded roadways for emergency vehicle access.
- Assist with barricading roadways in coordination with Police.

Emergency Management Director

- Staff EOC as necessary.
- Assist Fire, Police and DPW as necessary.
- Provide informational bulletins to the City Manager.
- Coordinate American Red Cross services.
- Open temporary shelters.
- Track deployment of personnel and equipment.
- Determine special needs for the community.
- Request/coordinate state and federal assistance.
- Assess the requirements for fuel, food, and water.

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 and/or vehicle fuel shortages.

RESPONSIBILITIES (may consist of but not limited to)

Fire & Rescue Department

- Assist the Emergency Management Director with personnel and equipment.
- Call back off duty personnel if required.

Police Department

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

Community Services Director

- Assist the Emergency Management Director with personnel and equipment.
- Coordinate utility restoration service.

City Manager

- Request state/federal assistance.
- Release public information bulletins.

Emergency Management Director

- Determine the extent of the emergency.
- Coordinate American Red Cross services if required.
- Open temporary shelters if required.
- Review special needs facilities and personnel lists for distinct consideration.
- Develop a restoration priorities plan.
- Track progress of restoration.
- Coordinate state/federal resources.

Health Officer

- Monitor safety of food, water and sanitation services provided at shelters.

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 the Community Services Director.
- Initiate criminal investigation.
- Determine suitable facility for mass confinement if necessary.
- Coordinate mutual aid law enforcement agencies.
- Recommend public restrictions to the City Manager (curfew).
- Establish scene security.

Fire & Rescue Department

- Initial response and assessment in coordination with the Police Department.
- Call back off duty personnel as needed.
- Extinguish fires under the protection of the Police Department.
- Provide medical assistance to the injured.
- Assist the Police Department as requested.

Community Services Director

- Provide crowd control equipment at locations determined by the Police Department.
- Assist in traffic reroute.
- Assist with equipment and personnel as required.
- Conduct post incident clean-up for return to public use.

City Manager

- Advise the affected businesses of anticipated events and response actions.
- Request state/federal resources.
- Authorize public restrictions.

Emergency Management Director

- Staff the EOC as required.
- 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

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 & Rescue 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.
- Treat and transport injured.
- 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 Marshal's Office.

Community Services Director

- Support Fire Department with equipment and supplies.
- Conduct post incident clean-up for return to public use.

City Manager

- Consider activating the Alert System.
- Provide support to the Fire Department.

Emergency Management Director

- Staff the EOC as required.
- Coordinate set-up of temporary shelters.
- Track the deployment of personnel and equipment.
- Provide for shelter/food for emergency responders.

NUCLEAR INCIDENT

SITUATION

The potential exists for a nuclear incident/accident in the region, either by a hostile attack utilizing nuclear weapons or the Seabrook Nuclear Power Plant.

RESPONSIBILITIES (may consist of but not limited to)

Follow the Dover RERP (Radiological Emergency Response Plan)

TERRORIST ACTIVITY

SITUATION

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

RESPONSIBILITIES (may consist of but not limited to)

Fire & Rescue 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.
- Evacuate area if required.

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.

Community Services Director

- Work to monitor and maintain roadway passage.
- Assist departments with personnel and equipment.

City Manager

- Prepare and release public information announcements.

Emergency Management Director

- Staff the EOC, as required.
- Coordinate American Red Cross activities.
- Open temporary shelters.
- Request/coordinate state and federal agencies.
- Track the deployment of personnel and equipment.
- Develop strategic plan for the incident.
- Coordinate evacuation process as required.

Bio-Terrorism Annex

Confidential:
Removed for Security Purposes

Recovery Annex

A. PURPOSE

The purpose of this Annex is to provide guidelines in order that the community and its citizens can recover from the effects of a disaster as rapidly as possible through its own initiative and with State and/or Federal assistance.

B. SITUATION

The length of the recovery period will vary depending on the type and magnitude of the disaster and the community may have to begin recovery operations without assistance for an indefinite period until State and/or Federal assistance becomes available. Help from state and/or Federal sources would become available when and if the community's capability to perform the necessary recovery operations is exceeded. However, in spite of the completeness of recovery operations, Dover could not expect to return to pre-disaster normality either physically, economically or mentally.

Manpower, equipment and supplies are the tools necessary to accomplish the recovery operations and an indeterminate number of people and amounts of equipment and supplies would probably survive any type of disaster. The citizens of Dover would probably agree to help each other voluntarily. If unaffected by the disaster, this community would assist, to the best of its capabilities, affected communities to recover.

Priority in recovery operations must be given to providing the survivors with shelter, food, water, medical treatment, clothing and sanitation facilities. Restoration of communications capabilities must also be accorded a high priority. Contaminated areas must be secured from entry until these areas are deemed safe by the State Division of Public Health. Instructions on the use or non-use of contaminated foods and/or water will be disseminated.

Damage assessment, economic impact and human needs reports should be completed as soon as possible so that the criteria for federal disaster assistance may be adjudged by the Federal Emergency Management Agency (FEMA). The State Emergency Management Agency would help the community to apply for various federal disaster assistance programs as proscribed in the State Emergency Operations Plan.

D. ORGANIZATION

Under the general direction of the City Manager, all departments with their manpower and equipment would be involved in recovery operations along with volunteer manpower and equipment from local sources.

E. RESPONSIBILITIES

The City Manager will:

Assume overall direction and control of recovery operations

Request State and/or Federal assistance needed after an assessment of the community's remaining capabilities

Request volunteer manpower and equipment from local sources

The Emergency Management Director will:

Compile the documentation necessary to apply for federal assistance

Act as liaison with State Emergency management for state assistance

Coordinate recovery operations of all departments

Coordinate the restoration of utility services

Determine when radiation levels have decreased enough to begin recovery operations following a radiological accident or incident

The Building Inspector will:

Assist in compiling damage estimates of affected public and private buildings

Determine the structural safety of damaged buildings

The City Clerk will:

Provide for restoration of records

Assist in compiling damage estimates

The Finance Director will:

Compile and submit the disaster operations cost figures for possible reimbursement

The School Superintendent will:

Provide for the restoration of school facilities

Continue shelter operations responsibilities

F. CONCEPT OF OPERATIONS

Once the emergency situation has ceased or abated sufficiently and the damaged area has been deemed safe to enter, recovery operations must begin based on priorities determined by the City manager. Rescue and treatment of the injured, clearing of essential streets and roads and restoring communications capabilities and public utilities are the highest priority operations. The City manger must assess the community's capability to perform these functions and request local an/or state assistance where deficiencies exist. Human needs, such as food, clothing and housing, have to be determined so that assistance can be obtained in these areas.

Private companies, such as real estate appraisers, can and probably would provide technical assistance in recovery operations and damage assessment. The Independent Insurance Agents of NH maintain a disaster response plan to assist affected communities in damage assessment and affected citizens in claims settlements and can be contacted through State Emergency Management.

As soon as the preliminary damage assessment and human needs assessment reports are completed, this information must be transmitted to the State Emergency management Agency for compilation with reports from other communities. The Governor's recommendation to the President or to selected Federal Agencies for assistance is based on the information received in these reports. FEMA., in turn, makes its recommendations to the President who will then make the decision on the type of disaster declaration to be issued.

The type, or types, of federal assistance that would be available are dependent upon the type of declaration received. The Federal Emergency Management Agency and the State Disaster Office will provide the lead in dispensing available federal assistance. The community's responsibilities and procedures in disaster assistance operations are defined in the State Emergency Operations Plan.

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Appendix A
Acronyms and Abbreviations

ARC	American Red Cross
ARES	Amateur Radio Emergency Service
BEM	Bureau of Emergency Management
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CDC	Centers for Disease Control and Prevention
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
COG	Continuity of Government; also Council of Governments
COOP	Continuity of Operations
DES	Department of Environment Services
DFO	Disaster Field Office
DOD	Department of Defense
DOE	Department of Energy
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DMCR	Disaster Management Central Resource
DOJ	Department of Justice
DOT	Department of Transportation
DPP	Domestic Preparedness Program
DRC	Disaster Recovery Center
DRED	Department of Resources and Economic Development
EAS	Emergency Alert System
EMA	Emergency Management Agency
EMD	Emergency Management Director
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
FEMA	Federal Emergency Management Agency
FOC	Field Operations Center
FOG	Field Operating Guide
FRERP	Federal Radiological Emergency Response Plan
FRP	Federal Response Plan (to become the National Response Plan)
GIS	Geographical Information Systems
HazMat	Hazardous Material(s)
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Command Center
ICS	Incident Command System

Appendix B
Terms and Definitions

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

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

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

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

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

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

Chemical Transportation Emergency Center (CHEMTREC) – A chemical information center provided by the Federal Government as a source of first response advice in substance/chemical spills. CHEMTREC can usually put those on scene at an emergency in touch with the product shippers.

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

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

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

Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) – Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established

the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

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

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

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

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

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire and plan the resources needed to anticipate, prevent and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, April 1999).

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

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

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

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

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

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

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

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

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

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

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

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

Donations Coordination Center – An area designated for the coordination of goods, services and volunteers. The Donations Manager/Coordinator, the Volunteer Coordinator, State Donations/Volunteer Coordinator and representatives of participating volunteer agencies will operate from this center. In the event of a declared disaster, the FEMA Donations/Volunteer Coordinator may also operate from this center.

Donations Coordinator/Manager – The person designated by the Director of Emergency Management who will coordinate the donations effort. This person will oversee the phone bank, Donations Coordination Center and coordinate efforts of the reception and distribution center(s).

Emergency – An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Any occasion or instance in which

the Governor determines that State assistance is needed to supplement local response efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat or impact of a catastrophe in any part of the State.

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

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

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

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

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

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

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

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

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

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

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

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

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

Federal Coordinating Officer (FCO) – The senior Federal official appointed in accordance with P.L. 93-288, to coordinate the overall Federal response and recovery activities.

Federal Response Plan (FRP) – The FRP establishes a process and structure for the systematic, coordinated and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management (Source: FRP Terrorism Incident Annex, April 1999).

Fixed Nuclear Facility (FNF) – Nuclear power plants, reactor fuel fabrication or processing plants, test and research reactors or any other facility using or producing large quantities of radioactive material.

Functional Areas of Responsibility – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the *Local EOP*. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services), and the department/agency responsible for providing those services/functions, and the primary tasks/activities associated with the particular service/function (e.g., coordinate the provision of temporary housing assistance). If an ESF has developed a team structure to provide those services, the team(s) should be identified. However, the composition and specifics of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF template labeled Specialized Units/Teams.

Governors Authorized Representative (GAR) – The representative (usually the Director of Emergency Management) of the Governor who coordinates the State response and recovery activities with those of the Federal Government.

Hazard – Any situation that has the potential for causing damage to life, property or the environment.

Hazard Analysis – A process used by emergency managers to identify and analyze crisis potential and consequences.

Hazardous Material (HazMat) – A substance or material, which may pose an unreasonable risk to safety, health or property.

Hazardous Waste – Materials declared by the U.S. Environmental Protection Agency (EPA) to be toxic, corrosive, ignitable or chemically reactive.

Incident Action Plan – The plan that is usually prepared at the beginning of each operational period that contains general control objectives reflecting the overall operational strategy and specific action plans for the next operational period.

Incident Command Post – The location where primary command functions are made. May be the Emergency Operations Center (EOC), Disaster Field Office (DFO) or Logistical Staging area. As command function transfers, so does the Incident Command Post (ICP).

Incident Command System (ICS) – A combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as the situation requires larger resources, without requiring new, reorganized command structure.

Infrastructure Protection – Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

In-kind Donations – Donations of goods or materials, such as food, clothing, equipment and building materials instead of money.

Job Aid (JA) – A document or checklist designed to provide the user with help in completing a specific task.

Joint Information Center (JIC) – A combined public information office that serves two or more levels of government or Federal, State or local agencies.

Joint Operations Center (JOC) – A centralized operations center established by the FBI Field Office during terrorism-related incidents to provide a single point of direction, control and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.

Lead Agency – The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead

agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

Lead Federal Agency (LFA) – The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President’s relevant policy. Specific responsibilities of an LFA vary according to the agency’s unique statutory authorities.

Local Emergency Management Director/Coordinator – The local government official responsible for the emergency management program at the local level, county or municipal.

Local Emergency Planning Committee (LEPC) – A committee appointed by the State Emergency Response Commission (SERC), as required by SARA Title III, to formulate a comprehensive emergency plan to deal with hazardous materials within its jurisdiction.

Local Government – A political subdivision of the State that is usually at the County or municipal levels.

Major Disaster – As defined under P.L. 93-288, any natural catastrophe, (including any hurricane, tornado, storm, flood, high water, wind-driven water tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments and disaster relief organizations in alleviating the damage, loss, hardship or suffering caused thereby.

Mass Care – Efforts to provide shelter, feeding, water, first aid and distribution of relief supplies following a catastrophic or significant natural disaster or other event to disaster victims.

Memorandum of Agreement/Understanding (MOA/MOU) – A document negotiated between organizations or legal jurisdictions for mutual aid and assistance in times of need. A MOA/MOU must contain such information as who pays for expense of operations (financial considerations), the party that will be liable for personal or property injury or destruction during response operations (liability considerations), and appropriate statements of non-competition of government resources with private enterprise (commercial considerations).

Mitigation – Mitigation actions eliminate or reduce the probability of some disaster occurrences and also include long-term activities that lessen the undesirable effects of unavoidable hazards or reduce the degree of hazard risk. Some mitigation examples include flood plain management and public education programs. Mitigation seeks to prevent disasters and to reduce the vulnerability of people to disasters that may strike. Hazard mitigation should follow all disasters.

Mobilization – The rapid assembly, procurement, production or deployment of resources to meet the requirements of a disaster/emergency situation including war.

Multi-Hazard – A functional approach to planning, which treats the numerous emergency management requirements that are present in any disaster situation as common functions. This reveals a broad base foundation of recurring disaster tasks that are common to most disasters. In this manner, planning which concerns an application of the recurring tasks can be used in response to any emergency.

Mutual Aid Agreement – A formal, or informal, understanding between jurisdictions pledging the exchange of emergency or disaster assistance.

National Contingency Plan (NCP) – Term referring to the National Oil and Hazardous Substances Pollution Contingency Plan. Regulations prepared by the Environmental Protection Agency implements the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) and the response systems of the Clean Water Act (sec. 311); refer to 40 CFR Part 300.

National Disaster Medical System (NDMS) – A nation-wide medical mutual aid network between the Federal and non-Federal sectors that include medical response, patient evacuation and definitive medical care.

National Emergency Operations Center (NEOC) – The EOC for DHS/FEMA, which provides a centralized point of direction and control for Federal response operations. (Formerly the National Interagency Emergency Operations Center (NIEOC)).

National Flood Insurance Program (NFIP) – A Federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

National Hurricane Center (NHC) – A Federal tracking center that forecasts and plots the formation and movement of tropical storms. It also alerts appropriate areas of the danger.

National Oceanic and Atmospheric Administration (NOAA) – A Federal agency within the U.S. Department of Commerce, which deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency Management relies heavily on the coastal hazards office of NOAA for storm surge modeling.

National Response Center (NRC) – Established under the Clean Water Act and CERCLA, and operated by the U.S. Coast Guard. The NRC receives and relays notices of discharges or releases, disseminates reports when appropriate and provides facilities for use in coordinating a national response action when required.

National Response Team (NRT) – Organization of representatives from 14 Federal agencies with responsibility for national planning and coordination (interagency and inter-jurisdictional) of CERCLA objectives.

National Security – Measures taken to protect the Nation from the direct or indirect acts of war, sabotage or terrorism directed at the United States. These acts include but are not limited to, conventional and unconventional war, chemical, biological and nuclear war or terrorism.

National Warning System (NAWAS) – The Federal warning system used to disseminate warnings of imminent natural disaster or enemy attack to a regional warning system, which passes to the State warning points for action.

National Weather Service (NWS) – A Federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

New Hampshire Emergency Operations Plan (State EOP) – The State plan designed to cover all natural and man-made emergencies and disasters that threaten the State.

Non-persistent Agent – An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

Nuclear Regulatory Commission (NRC) – The Federal agency tasked with oversight and regulation for all domestic nuclear devices, plant processes and construction.

Operational Period – A period of time set for execution of operational actions specified in the Incident Action Plan. Traditionally these periods are initially 12 to 24 hours in length. As the incident winds down, they may cover longer periods of activity.

Persistent Agent – An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plume – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors and/or aerosols into the atmosphere.

Preliminary Damage Assessment (PDA) – An assessment of damage taken immediately following a disaster or potential disaster. Emphasis is on high-level infrastructure such as roads and power production.

Preparedness – Preparedness activities develop emergency response capabilities. Planning, exercising, training, mitigation, developing public information programs and alerting and warning are among the activities conducted under this phase of emergency management to ensure the most effective and efficient response in a disaster. Preparedness seeks to establish capabilities to protect people from the effects of disasters in order to save the maximum number of lives, minimize injuries, reduce damage and protect property. Procedures and agreements to obtain emergency supplies, material, equipment and people are developed.

Primary Agency – An agency, organization or group designated as an ESF primary agency serves as the executive agent under the *Local EOP* to accomplish the assigned ESF Mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements. Certain ESFs may have

more than one agency designated in which cases they would be identified as “co-primary” agencies.

Promulgate – To promulgate, as it relates to the Local Emergency Operation Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the ***Local EOP*** as the emergency operations plan for the jurisdiction.

Public Health – A common function in multi-hazard planning, which focuses on general health and medical concerns, under emergency conditions, including provisions for accomplishing those necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

Public Information Officer (PIO) – The person tasked with preparing all information for dissemination to the media or to the public.

Radiation – High-energy particles or gamma rays that are emitted by an atom, as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Radio system – A combination of electrical and electronic equipment, including but not limited to radios, consoles, mobile units, towers, antennas, generators, etc., which together enable communications between desired points.

Reception Center – A donations management facility to receive specific, undesignated or unsolicited goods such as food, water, clothes and building supplies.

Recovery – Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved state of affairs. Examples of recovery actions are provision of temporary housing, restoration of government services and reconstruction of damaged areas.

Release – Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping or disposing into the environment (including abandonment or discarding barrels, containers and other closed receptacles) of any Hazardous Chemical, Extremely Hazardous Substance, or CERCLA Hazardous Substance.

Resource Agencies, Organizations or Groups – Other agencies, organizations, groups, and individuals, not assigned as primary or support to an ESF may have authorities, expertise, capabilities, or resources required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF, and/or provide services and resources. (Resources provide personnel and/or stuff (equipment, resources or supplies)).

operations activities, designate staff to serve as representatives to the ESF, and/or provide services.

Superfund – Trust fund established under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and extended under the 1986 Superfund Amendments and Reauthorization Act (SARA) to provide money for cleanups associated with inactive hazardous waste disposal sites. (See CERCLA) Superfund Amendments and Reauthorization Act of 1986 (PL99-499) SARA. Extends and revises Superfund authority (in Title I & II). Title III of SARA includes detailed provisions for community planning and Right-To-Know systems.

Support Agency – An agency, organization or group that provides an essential function or service critical to the ESF and has a requirement in the decision process for the conduct of the operation using its authorities and determines priorities in providing cognizant expertise, capabilities and resources.

Task Force – A group of resources with shared communication and leader. It may be pre-established and sent to an incident or it may be created at the incident.

Terrorism – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

Title III (of SARA) – The "Emergency Planning and Community Right-to Know Act of 1986." Specifies requirements for organizing the planning process at the State and local levels for specified extremely hazardous substances; minimum plan content; requirements for fixed facility owners and operators to inform officials about extremely hazardous substances present at the facilities; and mechanisms for making information about extremely hazardous substances available to citizens. (42 USC annotated, sec. 1101, et. seq.-1986) Trans-species Infection - An infection that can be passed between two or more animal species. This may include human hosts.

Toxicity – A measure of the harmful effects produced by a given amount of a toxin on a living organism.

Ultra high frequency (UHF) – Ranges from 300 MHz to 3000 MHz. For public safety use, defines the frequency sub bands of 450-512 MHz and 800-900 MHz. Also includes 960 MHz and 2 GHz microwave sub bands.

Undesignated/Unsolicited donation – Unsolicited/undesignated goods are those donations that arrive in the State but have not been requested by an agency.

Unified Command – A team that allows all agencies (with geographical or functional responsibility for the incident) to co-manage an incident through a common set of objectives and strategies. Agencies' accountability, responsibilities and authorities remain intact.

Very high frequency (VHF) – Ranges from 30 MHz to 300 MHz. For public safety use, defines the frequency sub bands of 30-50 MHz and 150-174 MHz.

Vital Records – Records or documents, for legal, regulatory or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business or provide essential services.

Vulnerability – Susceptibility to a physical injury or attack. Vulnerability refers to the susceptibility to hazards.

Vulnerability Analysis – A determination of possible hazards that may cause harm. Should be a systemic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, emergency services, security and safety systems at a particular facility or within a jurisdiction.

Warning Point – A facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.

Weapons-Grade Material – Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

Weapon of Mass Destruction – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more 0.5 inch in diameter; any combination of parts either designed or intended for use in converting any device into any destructive device described above and from which a destructive device may be readily assembled.

Appendix C
Authority of Emergency Response Agencies

Position/Agency	Authorities	Authority
Governor	<ul style="list-style-type: none"> * Delegation of Authority to BEM Director. * Declaration of State of Emergency. * Ordering Evacuation. * Ordering other Protective Actions. 	RSA 21 P-37
Department of Agriculture	<ul style="list-style-type: none"> * Regulation of Food Handling, Preparation, Storage, & Distribution. * Environmental Sampling. 	RSA 426 RSA 107
Department of Education	<ul style="list-style-type: none"> * Assist in Coordination of Emergency Response Activities of School Districts. 	RSA 21
Department of Employment Security	<ul style="list-style-type: none"> * Actions & Provisions as Specified in the Disaster Relief Act of 1974. 	RSA 108
Department of Environmental Services	<ul style="list-style-type: none"> * Control of Public Water Supplies. * Environmental Sampling. 	RSA 149
Department of Health & Human Services: <u>Division of Community & Public Health Services</u>	<ul style="list-style-type: none"> * Radiological Waste Disposal. * Transportation of Patients and Use of Vehicles as Ambulances. * Response Expenses. * Reciprocal Agreements. 	RSA 125 RSA 151 RSA 161
<u>Division of Human Services</u>	<ul style="list-style-type: none"> * Emergency Social Services. * Referral services for Evacuees. * Emergency Shelter. 	RSA 161 RSA 126
Department of Resource & Economic Development	<ul style="list-style-type: none"> * Access & Traffic Control in State Parks & Forests. 	RSA 218 RSA 12
Department of Safety <u>Division of Fire Safety & Emergency Management</u>	<ul style="list-style-type: none"> * Direction of Emergency Response Organization. * Control of Emergency Communications. * Request Federal and Regional Assistance. * Actions & Provisions of the Disaster Relief Act of 1974. * NH Radiological Emergency Response Plan. 	RSA 21 RSA 108 RSA 21 / 125
<u>Pupil Transportation</u>	<ul style="list-style-type: none"> * Direct Resources of Bus Services. 	RSA 265
State Police	<ul style="list-style-type: none"> * Access Control. * Support to Local Police. * Support to Traffic Control. * Crime Prevention & Control. * Request for Regional Law Enforcement Assistance. 	RSA 106 NESPAC
<u>Emergency Management</u>	<ul style="list-style-type: none"> * Local Organization for Emergency Management * Immunity and Exemption 	21-P:39 21-P:41
*RSA = (New Hampshire Revised Statutes Annotated) of the State Emergency Management Act		

Appendix D
Hazard Analysis & Assessment

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I. Introduction

a. Purpose

This Hazard Analysis and Assessment is the basis for both mitigation efforts and emergency operations planning. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the City of Dover developed a Hazard Mitigation Plan in 2004 (Council Adopted, February 9, 2005) which includes a detailed discussion on this topic. The full Plan can be viewed at the Dover Planning Department or North End Fire Station.

From an emergency operations planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be planned for, and what resources are likely to be needed. For purposes of emergency operations planning, basic considerations of this Appendix include the following:

1. Identification of Hazards
2. Profile Hazard Vulnerability
3. Critical Facility Vulnerability

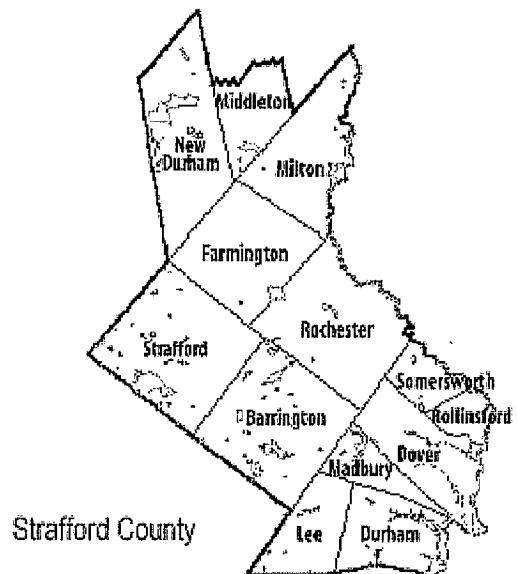
b. Scope

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

c. Situation

The City of Dover is in Strafford County situated in the southeastern part of New Hampshire. Dover is governed by a nine member elected city council, with a city manager running the day-to-day operations, governs the city.

According to the 2000 US Census, the population of Dover is 26,884 people, covering a land area of 28.87 square miles. Dover is a residential community whose economic base includes the following: oil, gasoline and propane tank farms; submarine cable manufacturer; retail malls; and two electric utility generating plants.



It has three elementary schools, one middle school, one high school and one regional vocational center. The city also has full emergency services; police, fire and ambulance; city water and sewer; public and private solid waste disposal; recycling program; electricity and natural gas through utilities.

II. Hazard Identification

The City of Dover adopted the Hazard Mitigation Plan in 2004. The purpose of the Plan is to reduce future losses from natural hazards before they occur. Natural hazards identified in the plan include: flooding, severe wind events (downburst, hurricane, tornado) wildfire, drought, ice storms and severe winter storms.

For the purposes of this Emergency Operations Plan, the hazards considered for emergency response are outlined in Table D.1.

III. Hazard Vulnerability

As part of the update of this Emergency Operations Plan, key Dover Emergency Officials identified the following Vulnerability and Risk Rating Matrix identified in Table D.1.

Table D.1
Risk Rating Matrix

City of Dover, NH - Risk Rating Matrix									
Hazards	Probability of Occurrence			Vulnerability			Risk Rating (Probability x Vulnerability)		
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)			
Natural Hazards	Earthquake	2					6		
	Flooding	3					6		
	Hurricane	3			2		6		
	Winter Weather	3			2		6		
	Dam Failure		2		2		4		
	Severe Wind		2		2		4		
	Drought		2			1	2		
	Landslide			1		1	1		
	Wildfire			1		1	1		
	Armed Attack (assault, sniper)	3			3			9	
Human Caused Hazards	Haz Mat (Transport)	3					9		
	Transport Incident (Air, RR, Roads)	3					9		
	Haz Mat (Fixed)	3			3		6		
	Radiological Release		2		3		6		
	Urban Fire		2		3		6		
	Civil Disorder		2			2	4		
	Utility Interruption (Electric, Water, Sewer, Gas/oil, etc.)		2			2	4		
	Terrorist Attack (CBRNE)			1	3		3		

Resource List

Confidential:
Removed for Security Purposes

Appendix F

ICS Forms

- *ICS 201* *Incident Briefing*
- *ICS 202* *Incident Objectives*
- *ICS 203* *Organization Assignment List*
- *ICS 204* *Assignment List*
- *ICS 205* *Incident Radio Communications Plan*
- *ICS 206* *Medical Plan*
- *ICS 215* *Operational Planning Worksheet*

INCIDENT BRIEFING

1. Incident Name

2. Date Prepared

3. Time Prepared

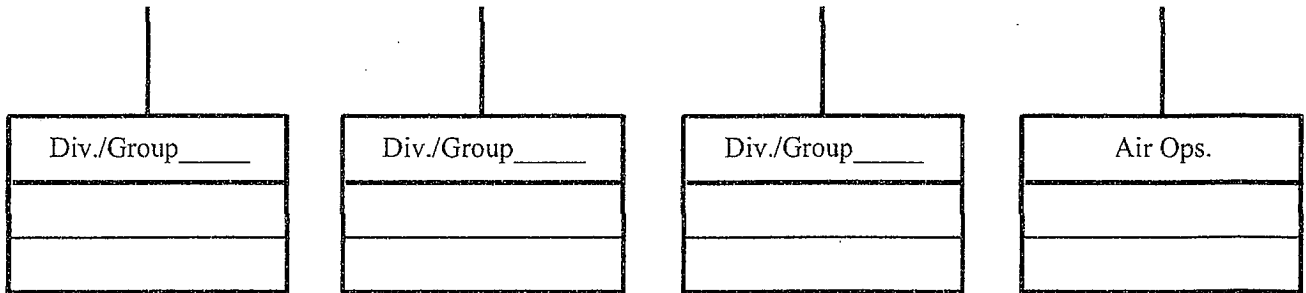
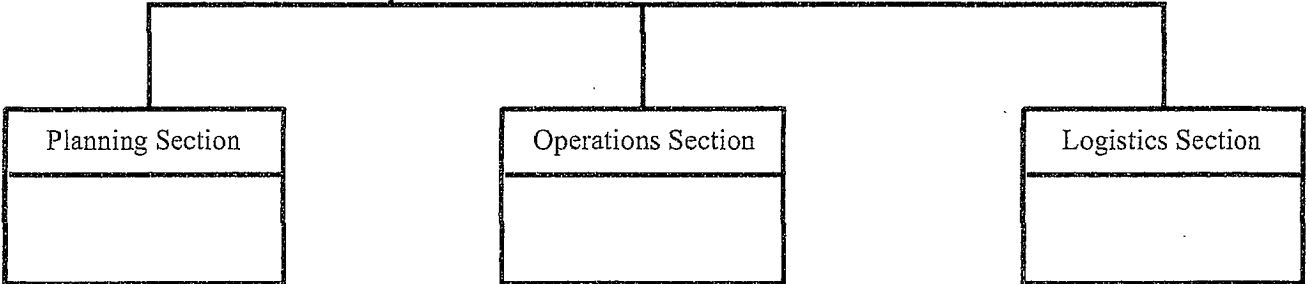
4. MAP/SKETCH

(Could include maps showing the total Area of Operations, the Incident site, overflight results, trajectories, impacted shorelines, or other graphics depicting situation and response status.)

7. CURRENT ORGANIZATION

Unified Command	FEDERAL:
	STATE:
	RP(s):

—	Safety Officer:
—	Liaison Officer:
—	Information Officer:



RESPONSE OBJECTIVES	1. Incident Name	2. Date Prepared	3. Time Prepared

4. Operational Period (Date/Time):

5. Overall Incident Objective(s):

6. Objectives for specified Operational Period:

7. Safety Message for specified Operational Period:

8. Weather: See Attached Weather Sheet

9. Tides / Currents: See Attached Tide / Current Data

10. Sunrise: _____ Sunset: _____

11. Attachments (Yes if attached, No if not attached)

_____ Organization List (ICS 203)	_____ Medical Plan (ICS 206)	_____ Resources at Risk Summary (ICS-OS-232)
_____ Assignment List (ICS 204)	_____ Incident Map(s)	_____
_____ Communication Plan (ICS 205)	_____ Traffic Plan	_____

ICS 202 8/96	12. Prepared By: (Planning Section Chief)
--------------	---

**ORGANIZATION
ASSIGNMENT
LIST**

1. Incident Name

2. Date Prepared

3. Time Prepared

4. Operational Period (Date/Time):

5. Incident Commander and Staff

PRIMARY

DEPUTY

Federal		
State		
RP(s)		
Safety Officer		
Information Officer		
Liaison Officer		

6. Agency Representatives

Agency	Name

7. PLANNING SECTION

Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	

8. LOGISTICS SECTION

Chief	
Deputy	
A. SUPPORT BRANCH	
Director	
Supply Unit	
Facilities Unit	
Transportation Unit	
B. SERVICE BRANCH	
Director	
Communications Unit	
Medical Unit	
Food Unit	

9. OPERATIONS SECTION

Chief	
Deputy	
A. BRANCH I - DIVISION / GROUPS	
Branch Director	
Deputy	
Division / Group	
Division / Group	
Division / Group	
Division / Group	

B. BRANCH II - DIVISION / GROUPS	
Branch Director	
Deputy	
Division / Group	
Division / Group	
Division / Group	
Division / Group	
Division / Group	

C. BRANCH III - DIVISION / GROUPS	
Branch Director	
Deputy	
Division / Group	
Division / Group	
Division / Group	
Division / Group	
Division / Group	

D. AIR OPERATIONS BRANCH	
Air Ops. Br. Director	
Air Tactical Supervisor	
Air Support Supervisor	
Helicopter Coordinator	
Fixed-wing Coordinator	

10. FINANCE SECTION

Chief	
Deputy	
Time Unit	
Procurement Unit	
Compensation Unit	
Demobilization Unit	
Cost Unit	

1. Branch	2. Division/Group
-----------	-------------------

3. Incident Name	4. Operational Period (Date/Time)
------------------	-----------------------------------

5. Operations Personnel

6. Resources Assigned This Period						
Strike Team/Task Force/Resource Identifier	Leader	Phone	# of Pers.	Trans Needed	Drop Off Point/Time	Pick Up Point/Time

7. Assignments

8. Special Instructions/Safety Message

Function	Freq.	System	Chan.	Function	Freq.	System	Chan.
Command	Local			Support	Local		
	Repeat				Repeat		
Div./Group/Unit Tactical				Ground-To-Air			

Prepared By	11. Approved By: (Planning Section Chief)	Date/Time Approved
-------------	---	--------------------

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period						
	5. Incident Medical Aid Station									
Medical Aid Stations		Location			Paramedics Yes No					
6. Transportation										
A. Ambulance Services										
Name		Address		Phone		Paramedics Yes No				
B. Incident Ambulances										
Name		Location			Paramedics Yes No					
7. Hospitals										
Name	Address		Travel Time Air Ground		Phone		Helipad Yes No		Burn Center Yes No	
8. Medical Emergency Procedures										
Prepared by (Medical Unit Leader)						10. Reviewed by (Safety Officer)				

