

# H O L D E R N E S S



## **EMERGENCY OPERATIONS PLAN HOLDERNESS, NH**



**2013**

**Adopted  
March 25, 2013**

## Town Office Copy



**Plan Prepared and Authored By**

June E. Garneau  
**Mapping and Planning Solutions**  
Twin Mountain, NH 03595  
603-846-5720  
[www.mappingandplanning.com](http://www.mappingandplanning.com)

*Cover Photos: Photos taken from ICS Training Manual; FEMA and other HSEM and FEMA websites*

# HOLDERNESS EMERGENCY OPERATIONS PLAN – 2013

## General Table of Contents

ACKNOWLEDGEMENTS .....	5
CHAPTER 1 - THE BASIC PLAN.....	7
CHAPTER 2 – EMERGENCY SUPPORT FUNCTIONS.....	41
CHAPTER 3 – HAZARD ANALYSIS & ASSESSMENT .....	135
CHAPTER 4 – HAZARD SPECIFIC ANNEXES .....	147
CHAPTER 5 - RADIOLOGICAL PROTECTION ANNEX .....	163
CHAPTER 6 - TERRORISM ANNEX .....	167
CHAPTER 7 - EMERGENCY OPERATIONS CENTER GUIDELINES ANNEX .....	187
CHAPTER 8 – RESOURCE INVENTORY .....	193
CHAPTER 9 – ADMINISTRATIVE ANNEX.....	205
CHAPTER 10 – ICS & MISCELLANEOUS FORMS .....	235

## Table of Figures

FIGURE 1: BASIC PLAN STRUCTURE .....	13
FIGURE 2: HAZARD MITIGATION VULNERABILITY CHART.....	17
FIGURE 3: COMMAND AND CONTROL ORGANIZATION CHART.....	21
FIGURE 4: OPERATIONS SECTION OF ORGANIZATION CHART.....	22
FIGURE 5: INFORMATION AND PLANNING SECTION ORGANIZATION CHART.....	23
FIGURE 6: LOGISTICS SECTION ORGANIZATION CHART.....	24
FIGURE 7: ADMINISTRATIVE & FINANCE SECTION ORGANIZATION CHART .....	24
FIGURE 8: ESF MATRIX.....	43
FIGURE 9: LARGEST EMPLOYERS.....	138
FIGURE 10: EDUCATION & CHILDCARE FACILITIES.....	138
FIGURE 11: HAZARD VULNERABILITY TABLE.....	139
FIGURE 12: CRITICAL INFRASTRUCTURE VULNERABILITY TABLE.....	143
FIGURE 13-HOLDERNESS CIKR & EVACUATION ROUTES .....	145
FIGURE 14: THE RELATIONSHIPS BETWEEN RESPONSE AND RECOVERY ACTION MANAGEMENT.....	170
FIGURE 15: GENERAL INDICATORS OF POSSIBLE BIOLOGICAL AGENT USE.....	172
FIGURE 16: STATED THREAT TO RELEASE A CHEMICAL AGENT.....	173
FIGURE 17: GENERAL INDICATORS OF POSSIBLE NUCLEAR WEAPON/RADIOLOGICAL AGENT USE.....	174
FIGURE 18: GENERAL INDICATORS OF POSSIBLE CYBER-TERRORISM ATTACK .....	175
FIGURE 19: GENERAL INDICATORS OF POSSIBLE AGRI-TERRORISM.....	175
FIGURE 20: EOC ORGANIZATION CHART .....	178
FIGURE 21: ALIGNMENT OF OPERATIONAL LEVELS WITH FBI THREAT LEVELS.....	183
FIGURE 22: EOC OPERATIONAL LEVEL.....	189
FIGURE 23: EOC ALERT LIST .....	190
FIGURE 24: EOC ALERT LIST - OTHER.....	190

PAGE INTENTIONALLY  
LEFT BLANK

## ACKNOWLEDGEMENTS

This plan was created through a grant from New Hampshire Homeland Security Emergency Management (HSEM). The following organizations have contributed invaluable assistance and support for this project: New Hampshire Homeland Security Emergency Management (HSEM) and Mapping and Planning Solutions (MAPS)

**This Plan is an update to the Holderness Emergency Operations Plan, 2003**

### Approval Notification Dates for 2013 Update

Forward Signed by Select Board Chair.....	March 25, 2013
NIMS Resolution.....	March 25, 2013
Adoption by the Town .....	March 25, 2013
Signatory Page (most) .....	March 25-April 1, 2013

### Town of Holderness Emergency Operations Planning Team

The Town of Holderness would like to thank the following people for their time and effort spent to complete Plan; the following people have attended meetings and/or been instrumental in completing this Plan:

- Walter Johnson .....Emergency Management Director & Town Administrator
- Eleanor Mardin.....Fire Chief
- Earl Hansen .....Deputy Emergency Management Director
- Bob Miller .....Teacher-Holderness Central School
- Jill White.....Select Board Member
- Victoria Lang .....Librarian
- Carl Gundersen.....American Red Cross
- Ian Dyar.....American Red Cross
- Amy Sharpe .....Administrative Assistant/Assessing Coordinator
- Jake Patridge .....Police Chief
- J.W. Laverack .....Select Board Vice Chair
- Peter Webster .....Chairman of the Select Board
- Kevin Coburn .....Highway Department
- Paul Hatch.....Field Representative, NH Homeland Security & Emergency Management
- June Garneau .....Owner/Planner, Mapping & Planning Solutions

Many thanks for all the hard work and effort from each and every one of you. This plan would not exist without your knowledge and experience. The Town of Holderness also thanks the Federal Emergency Management Agency and NH Homeland Security and Emergency Management as the primary funding source for the Plan.

All photos by June Garneau unless otherwise noted.

Date of Plan Distribution by Mapping and Planning Solutions.....April 4, 2013

PAGE INTENTIONALLY  
LEFT BLANK

## CHAPTER 1 - THE BASIC PLAN

### Table of Contents

FOREWORD .....	9
INTRODUCTION .....	10
SITUATION & PLANNING ASSUMPTIONS.....	14
CONCEPT OF OPERATIONS .....	18
ADMINISTRATIVE, FINANCE & LOGISTICS.....	25
GENERAL RESPONSIBILITIES .....	30
PLAN MANAGEMENT .....	35
AUTHORITIES AND REFERENCES .....	37
ACRONYMS & ABBREVIATIONS .....	38

PAGE INTENTIONALLY  
LEFT BLANK



## FOREWORD



The Holderness 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 Town of Holderness 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 Town departments and agencies involved in coordinating the Local, State and Federal response activities.



***Squam Lake from West Rattlesnake Mountain***  
***Photo Credit: [www.flickr.com](http://www.flickr.com)***

  
Peter Webster  
Select Board Chair

For ease of communication, the following will be referred to as:

Holderness Emergency Operations Plan Update 2013 .....	the Plan
Holderness .....	the Town
Emergency Operations Planning Team .....	the Team
Mapping and Planning Solutions .....	MAPS
Mapping and Planning Solutions Planner .....	the Planner
NH Homeland Security & Emergency Management .....	HSEM
Federal Emergency Management Administration.....	FEMA

## **INTRODUCTION**

The Holderness, NH 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 Town of Holderness. 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.

### **Emergency Operations Plan**

The EOP describes the basic mechanisms and structures by which the Town of Holderness 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 Town of Holderness maintains an EOC as part of the Town’s Emergency preparedness program. The EOC is where department heads, government officials, and volunteer agencies gather to coordinate their response to an emergency event. 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 Town Officials decide that the situation is serious enough to require a coordinated and other-than-routine response. In Holderness the designated EOC is the Public Safety Building on US Route 3 with the Town Hall designated as the secondary EOC.

### **National Incident Management System (NIMS) / Incident Command System (ICS)**

NIMS/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 (IC), who is the person in charge at the incident and who must be fully qualified to manage the response. The Incident Command System 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 Town collectively prepares for and responds to emergencies. The EMD is located at the EOC and coordinates the community-wide response to the event.

## **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 Town government, will provide the basis for coordinating protective actions prior to, during, and after any type of disaster. The EOP is designed to:



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

## **Scope**

- This EOP addresses the emergencies and disasters likely to occur as described in Chapter 3.
- Includes those actions that support local and state government efforts to save lives, protect public health and safety, and protect property.
- Comprises all local departments and agencies assigned one or more functions, activities, and/or tasks, to provide response and recovery activities in support of local operations during an emergency or disaster.
  - Department and agency assignments are based upon their day-to-day responsibilities, statutory/legislative requirements, and/or federal regulations.

- Additional assignments may be made through an Executive Order (EO), as the situation warrants.
- Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.
- The EOP describes how state and federal resources will be coordinated to supplement local resources in response to a disaster.
- Where possible, this EOP corresponds with the National Incident Management System (NIMS) of March 1, 2004. The Holderness EOP establishes the basic elements of NIMS, including the Incident Command System (ICS).

### Structure

The format of the EOP is consistent with the State of New Hampshire Emergency Operations Plan as well as the National Response Framework (NRF) using the ESF concept and approach to providing assistance. As shown in Figure 1 on the following page, Components of the local EOP consists of the following:



- **Chapter 1, The Basic Plan:** describes the purpose, scope, situations and assumptions, concept of operations, plan management, and authorities of the state departments and/or agencies in response to an emergency or disaster.
- **Chapter 2, Emergency Support Functions (ESFs):** delineates primary and/or co-primary and support agencies and describes policies, situations, concepts of operations, necessary responsibilities, and necessary Standard Operating Procedures and/or Guidelines (SOPs/SOGs) to implement functions.
- **Chapter 3, Hazard Analysis and Assessment:** includes hazard identification, analysis and general assessment.
- **Chapter 4, Hazard Specific Annexes:** describes situations and responsibilities for each identified hazard.
- **Chapter 5, Radiological Protection and Defense Annex:** describes situations and responsibilities.
- **Chapter 6, Terrorism Annex:** describes situations and responsibilities.
- **Chapter 7, Emergency Operations Center Guidelines Annex:** describes situations and responsibilities.
- **Chapter 8, Resource Inventory List:** provides both a categorical and alphabetical list of resources available to the EMD.
- **Chapter 9, Administrative Appendices:** serve as points of reference and information for the users and includes record of revisions and changes, statement of promulgation, signatory page, NIMS resolution, acronyms and abbreviations, terms and definitions, emergency authorities and statutes and annual concurrence forms.
- **Chapter 10, ICS & Miscellaneous Forms:** commonly used forms.

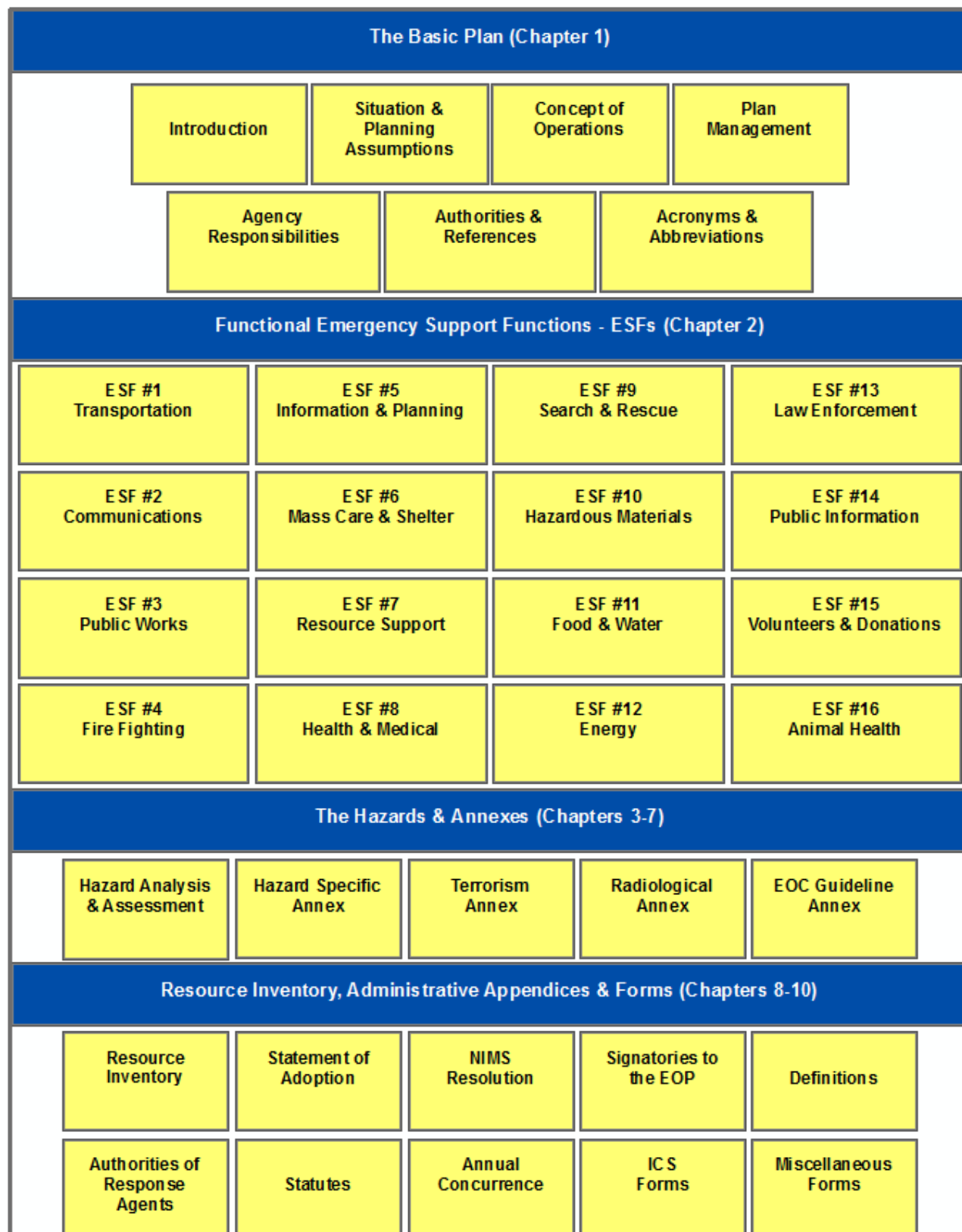


Figure 1: Basic Plan Structure

## SITUATION & PLANNING ASSUMPTIONS

### Situation

Rugged, heavily wooded slopes dominate the Holderness topography. Nearly 44 percent, or 8,573 acres, of the town's land area is characterized by slopes of 15 percent or greater.<sup>1</sup> The Squam Range, including the Rattlesnake Mountains, Mt. Webster, Mt. Livermore, and Cotton Mountain, forms the northern shoreline of Squam Lake, while Mt. Prospect and The Button form the skyline to the north.

The Town of Holderness, NH



#### Incorporated: 1761

**Origin:** Holderness was named in 1751 for Robert Darcy, fourth Earl of Holderness, ambassador to Venice and minister at The Hague under King George III. He opposed the king's policy toward the colonies, and became a friend of Governor Wentworth in efforts to promote friendly trade relations abroad. In 1761, the land was regranted to a group of New England families and named New Holderness. Grantees included Samuel Livermore, who wanted to create a pretentious estate similar to that of the English countryside. In 1816, residents voted to change the name back to Holderness.

**Villages and Place Names:** Deeplaven, East Holderness, Rockywold

**Population, Year of the First Census Taken:** 329 residents in 1790

**Population Trends:** Population change for Holderness totaled 1,359 over 50 years, from 749 in 1960 to 2,108 in 2010. The largest decennial percent change was a 51 percent increase between 1970 and 1980, following a 40 percent increase over the previous decade. The 2010 Census estimate for Holderness was 2,108 residents, which ranked 136th among New Hampshire's incorporated cities and towns.

**Population Density and Land Area, 2010 (US Census Bureau):** 69.2 persons per square mile of land area. Holderness contains 30.5 square miles of land area and 5.4 square miles of inland water area.

**Source:** *Economic & Labor Market Information Bureau, NH Employment Security, 2012. Community Response Received 09/12/11*

The Pemigewasset River forms the northwestern border with the town of Plymouth, providing a small amount of flood-basin land on the eastern shore. Rivers running through Holderness include Carr Brook and Owl Brook on the northern slope of the Squam Range. The remainder of land in town is characterized by hilly to rolling terrain, divided by inter-connected wetlands, ponds, and lakes. On the southern shore of Squam Lake sits Shepard Hill, surrounded by Little Squam Lake to the west and White Oak Pond and several large wetland areas to the east. The islands of Birch, Basin, Great, Groton, Sheep, Moon, Three Sisters, Hadley, Hubbles, Potato, Perch, Kate, Long, Utopia, and Big Birch on White Oak Pond are all within Holderness.

The town of Holderness is located on the southeastern edge of Grafton County. It is bordered by Center Harbor, Moultonborough, and Sandwich to the east, Campton to the north, Plymouth to the west and Ashland to the southwest.

Like many New England towns, Holderness' temperatures and precipitation vary greatly. January temperatures range from an average high of 30° Fahrenheit to an average low of 8° Fahrenheit. July temperatures range from an average high of 81° Fahrenheit to an average low of 55° Fahrenheit. Annual precipitation totals average between 42 and 48 inches, where the distribution is slightly lower in the winter months when compared to summer months.

<sup>1</sup> Lakes Region Planning Commission, August 6, 2007



A five-member Board of Selectmen governs the town of Holderness. The Town has a 30 member volunteer Fire Department and part-time Fire Chief and is a member of Lakes Region Fire Mutual Aid. The Emergency Management Director and Deputy Emergency Management Director are volunteer positions. The Police Department consists of a full-time Police Chief and five full-time officers. The Highway Department directs a staff of three who maintain 36 miles of town roads.

Speare Memorial Hospital is located in Plymouth, four miles to the northwest of Holderness, Lakes Region General Hospital is in Laconia, 17 miles south, and Franklin Regional Hospital is in Franklin, 21 miles to the south. Additional hospitals are also located in Dover, Concord, and Lebanon.<sup>2</sup>

### **Situation Summary**

- Holderness faces an array of risks, which may pose a significant threat to the population and property within the town. These include natural, human-caused and technological emergencies or disasters.
- 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 town, region or state.
- During an emergency or disaster, the Town will take immediate and appropriate actions to determine, direct, mobilize, and coordinate the response movement. The Town will activate the necessary functions to redirect resources in order to save lives, relieve human suffering, sustain survivors, protect property, and repair essential facilities.
- A catastrophic disaster may overwhelm local and state governments in providing a timely and effective response to meet the needs of the situation.

### **Planning Assumptions**

An emergency or disaster can occur in Holderness at any time, any place. It may create significant degrees of human suffering, property damage and economic hardship to individuals, local government, and the business community. The Town of Holderness 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:

- The Town, in conjunction with the State, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the State and Federal governments for national security preparedness. These responsibilities necessitate the development of an Emergency Operations Plan, with functional ESFs and detailed procedures.
- That a disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.
- Depending upon the severity of the situation, the Town of Holderness may be quickly overwhelmed with the emergency.

---

<sup>2</sup> Holderness 2008 Hazard Mitigation Plan (received from Lakes Region Planning Commission, June 4, 2012)

- 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).
- 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. State and federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
- Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide immediate life-sustaining relief to individuals and families, not normally available from government resources. Local and/or state agencies will assist these organizations by providing information, guidance, and coordination of relief efforts.
- Local and state emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.
- The National Incident Management System (NIMS) and the Incident Command System (ICS) will be used as the principal on-scene incident management systems to direct and control response and initial relief actions and activities.
- Local government will continue to function under all disaster and emergency conditions.
- 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.
- 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.

### **Hazard Analysis & Assessment**

The 2008 Holderness Hazard Mitigation Plan (draft) identifies sixteen natural hazards and six human-related events.<sup>3</sup> Based on the topography and the climate of Holderness, it is very likely there will be future disaster events that include snow and ice damage to major portions of the Town especially those over 1,000 feet above sea level. There is also a high likelihood of flooding; flooding is usually the result of spring snowmelt, heavy rains and overloaded culverts.

---

<sup>3</sup> Holderness 2008 Hazard Mitigation Plan (received from Lakes Region Planning Commission, June 4, 2012)



The table below shows the hazards that were assessed in the 2008 Hazard Mitigation Plan and the resulting "Risk Rating"<sup>4</sup>. Flooding and ice jams were considered by the 2008 Hazard Mitigation Planning Team as the highest risk hazards.

**Table X: Town of Holderness Risk Assessment**

Hazard Type	Extent			Probability of Occurrence			Vulnerability			Risk Rating
	Severe	Moderate	Minimal	High	Moderate	Low	High	Moderate	Low	
Flood, Drought, Extreme Heat & Wildfire										
Flood		X		3			3			9
Ice Jam		X		3			3			9
Drought			X			1			1	1
Extreme Heat			X			1			1	1
Wildfire	X				2		3			6
Geologic Hazards										
Earthquake			X			1			1	1
Landslide			X			1			1	1
Radon			X		2				1	2
Severe Wind Hazards										
Thunder Storm/Lightning	X			3				2		6
Hurricane	X					1			1	1
Tornado/Downburst	X				2			2		4
Hail			X		2				1	2
Winter Weather Hazards										
Blizzard/Snow Storm		X		3					1	3
Ice Storm	X				2			2		4
Nor'easter		X		3					1	3
Avalanche			X			1			1	1
Human-Related Events										
MV Accident involving Hazardous Materials	X				2		3			6

*Figure 2: Hazard Mitigation Vulnerability Chart*

<sup>4</sup> Ibid

## **CONCEPT OF OPERATIONS**

### **General**

Local response operations will be organized and managed under the National Incident Management System (NIMS) and the Incident Command System (ICS).

Assigned agencies 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 Town. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the Town of Holderness are located in Chapter 2.

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 in the ESF Matrix in Chapter 2.

Specific functional missions, organizational structures, response actions, primary and/or co-primary, and support agency responsibilities are described in the individual ESF sections in Chapter 2.

### **Local Emergency Operations Plan (EOP) Implementation**

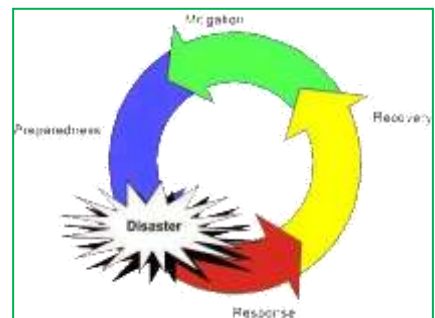
The plan has the force and effect of law as promulgated by RSA 21-P: 39. Plan implementation, and the subsequent supporting actions taken by local government are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information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

### **Phases of Emergency Management**

The EOP addresses many types of hazards that Holderness may be exposed to. The Plan also takes a comprehensive and integrated approach to addressing the Town's capabilities and shortfalls to respond to the hazards identified in Chapter 3. In doing so, the Plan takes into consideration the following four phases of emergency management:

#### **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. Mitigation examples include flood plain management and public education programs. Mitigation seeks to prevent disasters and to reduce Holderness' vulnerability to disasters that may strike. Hazard mitigation should follow all disasters.



### **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 the community 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 other resources are developed.



### **Response**

Response is the actual provision of emergency services during an emergency and/or disaster. These activities can reduce casualties, limit damage, and help to speed recovery. Response activities include directing emergency operations, evacuation, shelter, and other protective measures.

### **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.

## **Organization and Assignment of Responsibilities**

### **General**

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

- Communications and alerting in support of agency notifications and EOC operations.
- Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and Federal Government).
- Requests for state assistance from local governments.
- Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).

- The EMD or his/her designee, after consideration of the event(s), will determine the extent of communications, alerting, information and planning activation level.

### **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 Holderness Public Safety Building with a secondary EOC at the Town Hall. Security and maintenance of the EOC facilities will be carried out in accordance with EOC Standard Operation Procedures (SOPs) to be developed by the EMD. In the event the Primary EOC is threatened, the secondary EOC may be activated.

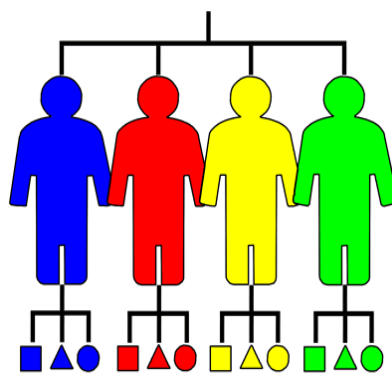
### **Emergency Shelters**

The Primary Shelter is the location to which evacuees are directed at the time of an emergency. In Holderness, the designated Primary Shelter is the Holderness Central School. If the need arises and the Holderness Central School is not available, the Holderness Prep School and/or Plymouth State University would be utilized as Secondary Shelters depending on accessibility and the situation.

### **Organization**

The organization to implement the EOP under emergency or disaster conditions consists of the Town 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 EOC. Direction and control of the EOC is the responsibility of the EMD. The Emergency Management Director will coordinate the response of the community's departments, advise the Board of Selectmen on the necessary protection actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the EMD and in response to executive decisions.

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:



### Element 1: 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 or his/her designee is the primary person assigned to the Command and Control Section and will ensure the following:

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

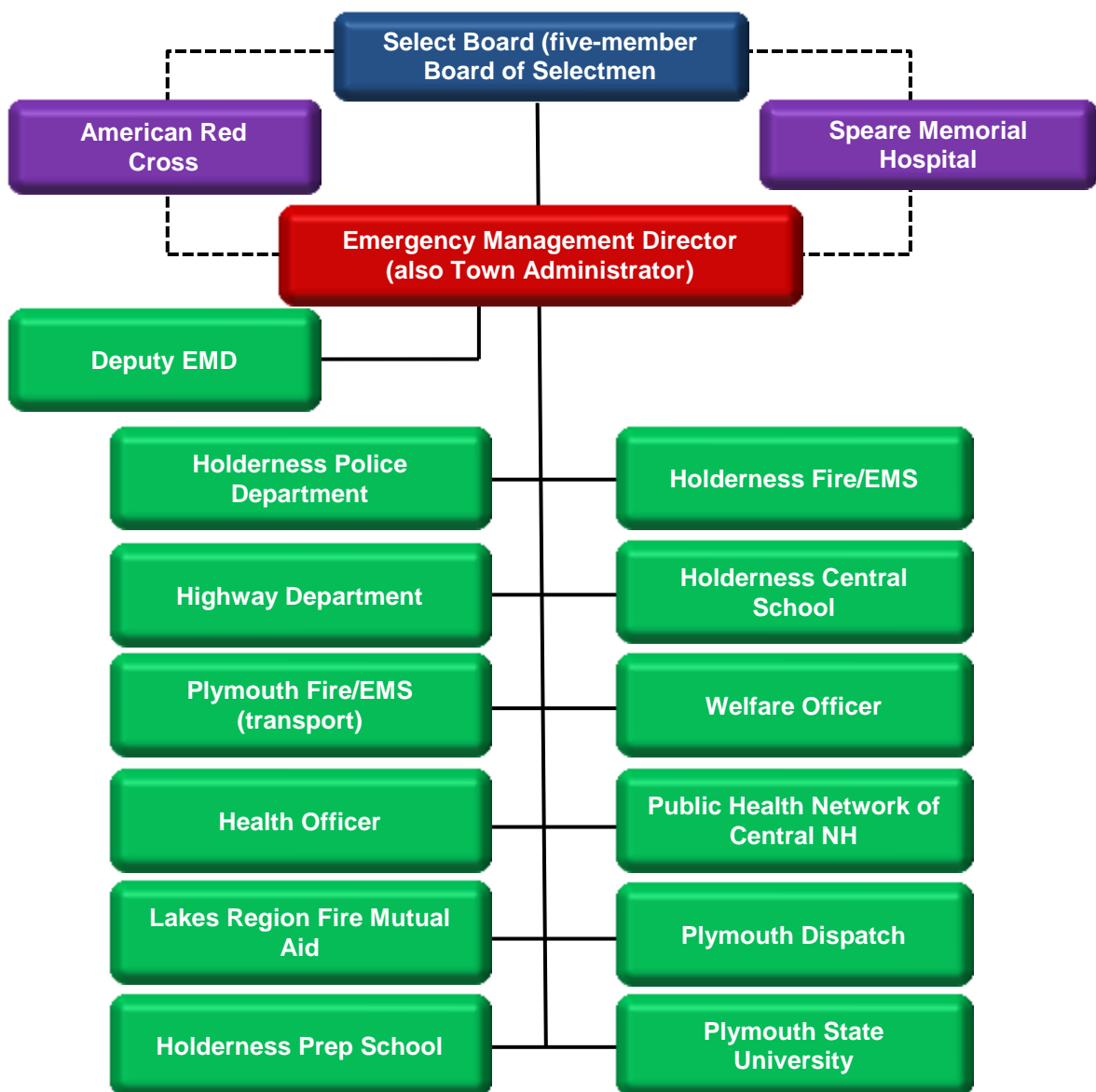


Figure 3: Command and Control Organization Chart

## Element 2: 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 (below), Holderness Operations Section Organization Chart, identifies the ESFs and the functional activities. Staffing patterns will be dependent upon the severity of the emergency.

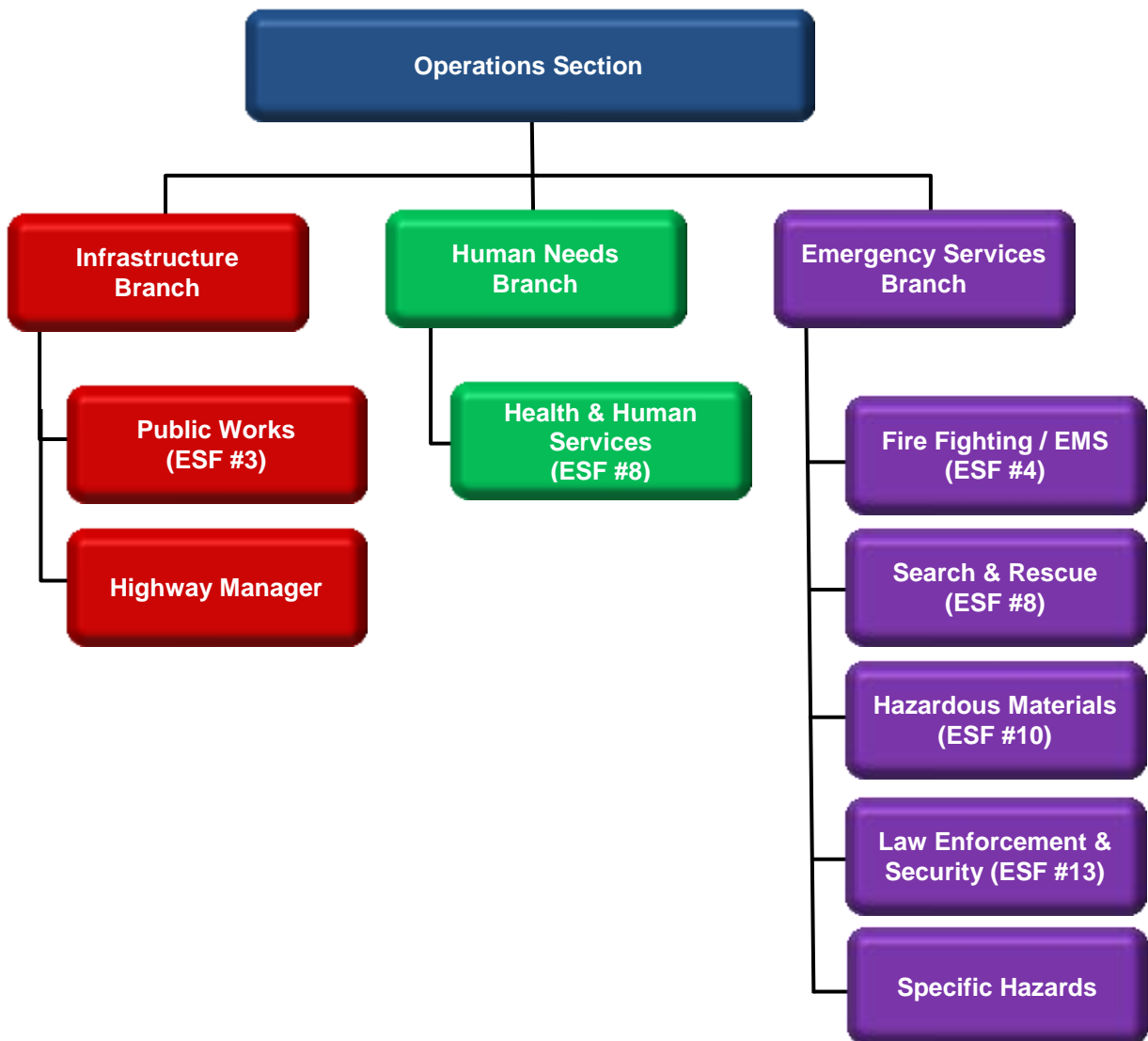


Figure 4: Operations Section of Organization Chart

### Element 3: 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 (below), 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 the ESFs represented in the EOC.

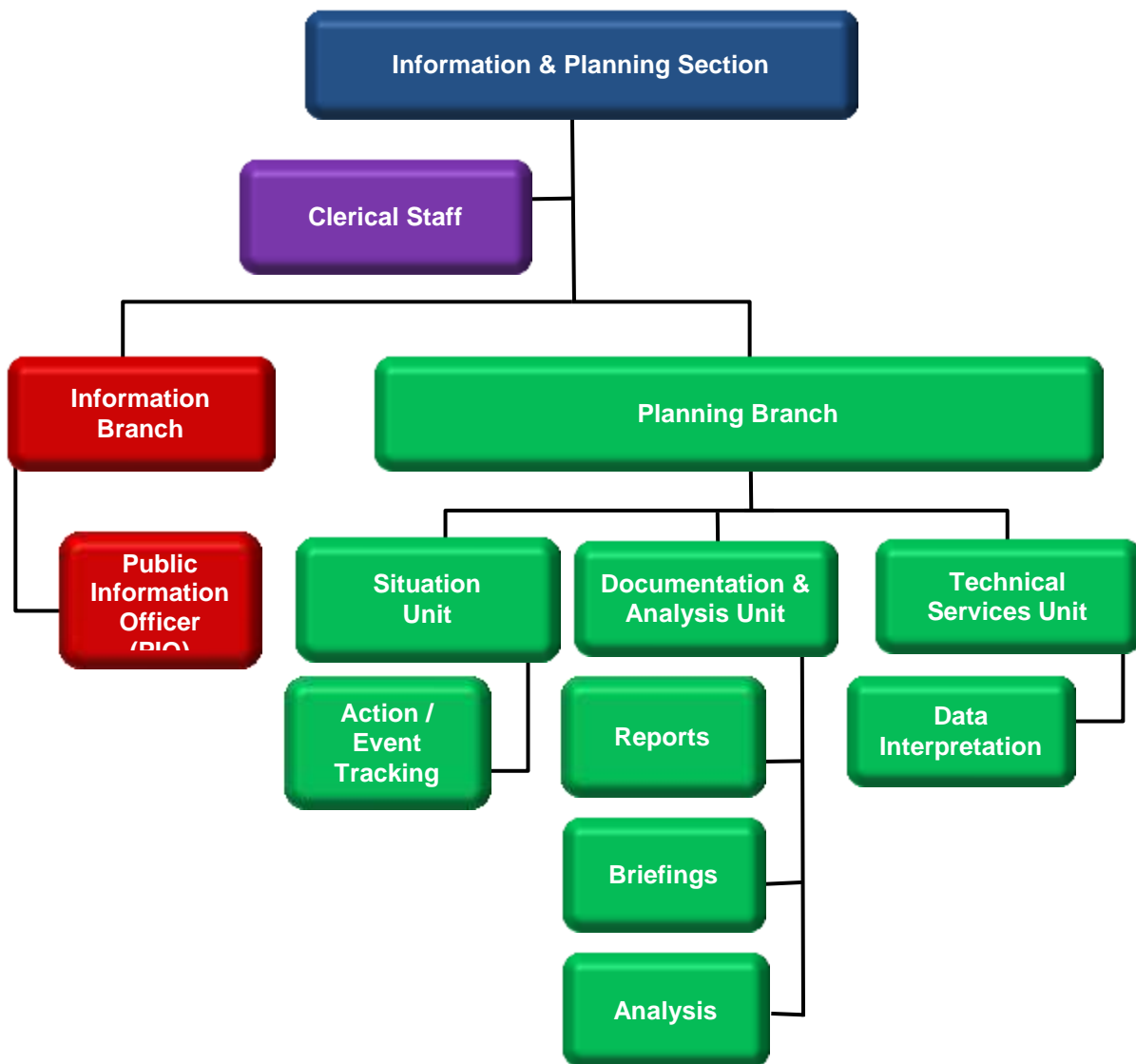


Figure 5: Information and Planning Section Organization Chart

#### Element 4: Logistics Section

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

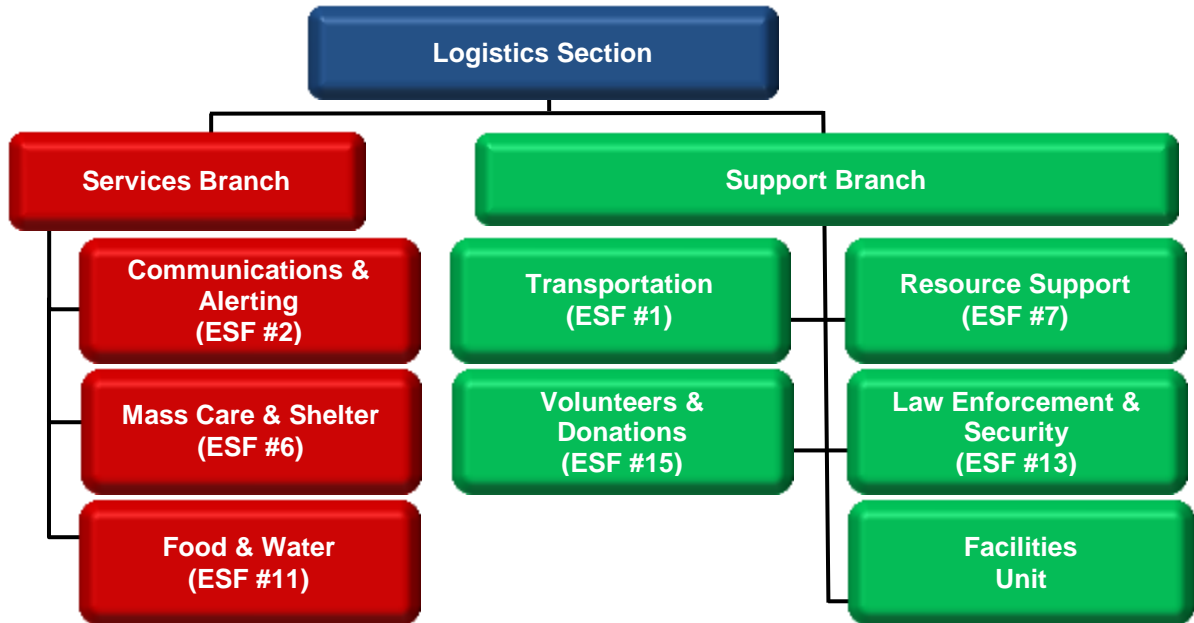


Figure 6: Logistics Section Organization Chart

#### Element 5: Administrative & Finance Section

This element provides support to the response and recovery efforts, as required.

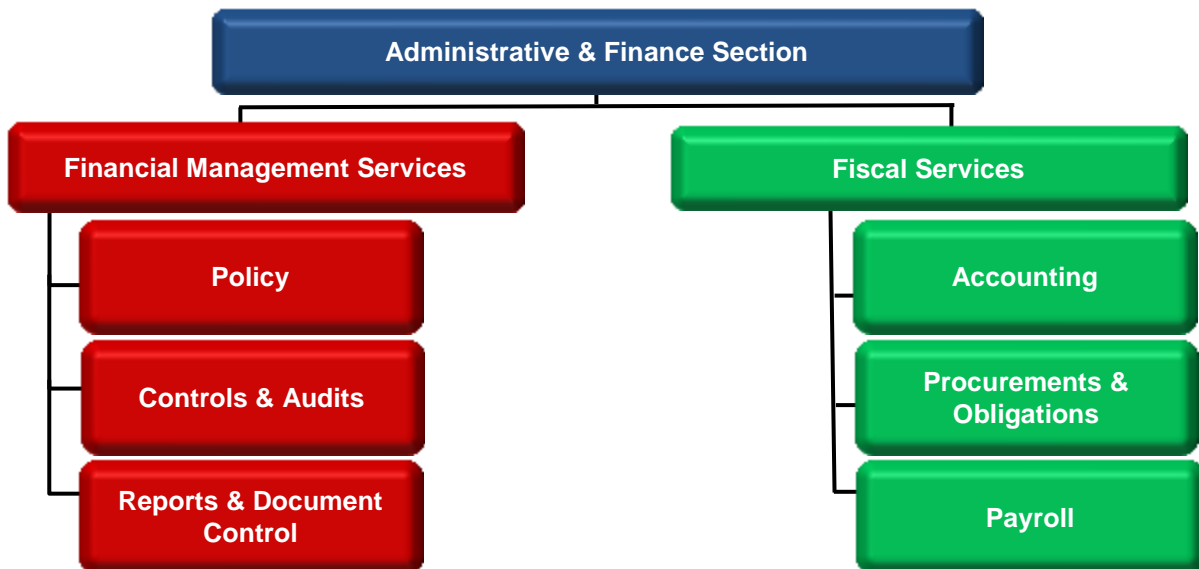


Figure 7: Administrative & Finance Section Organization Chart



## **ADMINISTRATIVE, FINANCE & LOGISTICS**

### **Administrative**

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



*Holderness Town Hall*

- With the guidance of the EMD, all department heads will maintain and provide accurate and up-to-date documentation and detailed information to the Administration for later use when seeking reimbursement to include, but not be limited to:
  - Total man-hours used and cost incurred in detail (who, what, where at each location)
  - Cost of materials
  - Photographs pre- and post-restoration
  - GPS locations for all damaged sites
  - Equipment used
  - Total equipment hours
  - Vehicles used and mileage
- With the guidance of the EMD, all department heads will provide damage estimates to public and private infrastructure.
- Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the Town's request for supplemental assistance.
- Upon activation of the EOP, each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies and vehicles are accounted for and protected. In addition, assurances for rapid deployment should be maintained.
- All elements of town departments and offices shall implement established resource controls and determine the availability and accessibility of such resources. Additional required resources needed to support the emergency operation should be identified.
- When local resources have been exhausted, requests for assistance will be submitted to the State EOC.
- Training of emergency operations staff will be conducted annually through in-house training sessions, exercises, actual response, and course work offered by Homeland Security and

Emergency Management (HSEM) and the Federal Emergency Management Agency (FEMA). If warranted, the EMD training staff will conduct accelerated/refresher training on an appropriate subject matter during periods of increased readiness status.

## **Finance**

Funding allocations to meet the needs of an emergency situation are met as follows:

- 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.
- 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.
- Town 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.
- The Town of Holderness 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.

## **Logistics**

- The EMD, in coordination with other town departments, will facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and, if required, sleeping and feeding facilities for the EOC staff.
- 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 operations.
- Town government should develop and maintain a current database of locally available resources and their locations. 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. Refer to Chapter 8 of this Plan.

### **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 operations plans contain adequate provisions for the rendering and the receipt of mutual aid.

### **Alert & 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:

- The EMD would be alerted to the emergency or disaster situation by Plymouth Dispatch, NH State Police, the Grafton County Sheriff's Office 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 Board of Selectmen.
- If the emergency occurs during off duty hours, the EMD is notified of the situation via the local police dispatch. Based upon the severity of the incident, the EMD will initiate further notifications and/or activations (partial or full) of the EOP.
- Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the EOP.
- Upon initial notification each responding agency is responsible for conducting its own internal notifications.

### **Activation and Deployment**

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

- 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.

- Based upon the requirements of the situation, the EMD will notify town 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.
- When activation of the EOP (partial or full) is initiated, and unless otherwise specified, all departments and official 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.
- In the event the primary EOC is inaccessible and/or usable, staff will report to the alternate EOC located at the Holderness Town Hall.

### **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:

- Once the EOC is activated, the NH State EOC at (800) 852-3792 will be notified immediately. The linkage within the Local EOC and the State EOC will be established and maintained. Whenever possible, the EOC should establish contact to the State EOC via WEB-EOC at <http://www.nh.gov/safety/divisions/hsem/> and selecting 'CTRL/E' on the computer keyboard. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:
- Provide a single point of contact with contact information to the State EOC, normally the EMD.
- Status reports, compiled by EOC staff will be forwarded to the State EOC by the Emergency Management Director.
- The Town of Holderness and the offices of NH Homeland Security have standardized software with Microsoft Office. Emergency Management and the State EOC also have standardized software with Microsoft Office. No compatibility conflicts are apparent.
- The state to local interface will be specified with each local EOP and will be guided by emergency management and *ESF #2, Communications & Alerting*. The EMD shall have direct responsibility for the organization, administration, and operation for emergency management within Holderness.

### **Continuity of Operations (COOP)**

The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of state and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the Board of Selectmen and the EMD of Holderness

establish and maintain the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.

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

In order to ensure effective emergency operations, the following should be considered:

- 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.
- That local emergency response departments provide for the following during emergency operations:
  - Each department have designated and trained personnel available for EOC deployment; and
  - Each department maintains and updates notification lists, twenty-four hour staffing capabilities, and Standard Operating Procedures and/or Guidelines (SOPs/SOGs).
- 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.
- In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site, which in Holderness is the Holderness Town Hall.
- The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

### **Continuity of Government (COG)/Line of Succession**

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

The following is the line of succession that has been established for the Town of Holderness. The Emergency Management Director (EMD) will exercise Direction and Control but will report directly to the Board of Selectmen. The EMD will develop and maintain a Continuity of Government (COG) /Line of Succession Plan for the Town.

In the event the Emergency Management Director is not available, the position of Chief Executive is filled in succession as listed below.

- 1<sup>st</sup> .....Deputy Emergency Management Director
- 2<sup>nd</sup> ..... Fire Chief
- 3<sup>rd</sup> .....Deputy Fire Chief
- 4<sup>th</sup> ..... Police Chief
- 5<sup>th</sup> .....Highest Ranking Police Officer

## **Recovery and Demobilization**

Demobilization 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 recovery and demobilization are:

### **Recovery**

- Ensure that all health and safety issues are resolved prior to full demobilization.
- Ensure that all essential services and facilities are re-established and operational.
- Recovery operations may be initiated during response operations.

### **Demobilization**

- Partial demobilization of the EOP, in particular functional ESFs, may occur only when all issues within the specific functional area are resolved.
- Demobilization of response operations may be followed by the recovery operation.
- Final demobilization of all operational activities will only occur with authority from the Board of Selectmen and in coordination with appropriate local, state, and federal agencies.

## **GENERAL RESPONSIBILITIES**

The following describes the general responsibilities and duties of the respective positions for the Town of Holderness.

### **Board of Selectmen**

#### **Co-Primary for ESFs #5, #7, #14; Primary for ESF #15**

- Support emergency management efforts in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protect life and property through executive decisions.
- Coordinate financial support for emergency response and recovery operations.
- Assist in issuing emergency evacuation recommendations.
- Coordinate the dissemination of public information, ESF#14, Information & Planning.
- Provide leadership for disaster mitigation program.
- Support emergency sheltering, feeding and clothing, per *ESF #6, Mass Care & Shelter*.
- Issue the Declaration of a State of Emergency.

## Emergency Management Director (EMD)

**Co-Primary for ESFs #2, #5, #6, #7, #8, #14; Primary for ESF #1 & #11**

- Coordinate emergency operations training for all departments.
- Conduct test exercises of a multi-department nature and assist departments to conduct their own test exercises.
- Coordinate the emergency operations from the EOC.
- Maintain the Emergency Operation Plan and assist other departments in providing and maintaining their own departmental emergency operations plans.
- Assist all departments in maintaining and training auxiliary forces.
- Coordinate the dissemination of public information, ESF#14, Information & Planning.
- Provide and coordinate administrative support for the Emergency Operations Center (EOC).
- Coordinate emergency functions for community or organizations and industries.
- Protect life and property, assisted by all departments.
- Provide information on existing and potential resources.
- Coordinate the training and assignment of public shelter management and staff.
- Establish a community shelter plan.
- Obtain WEB-EOC training.
- Access WEB-EOC at the time of an emergency.
- Collect and provide ESF status information for inclusion into Situation Reports (SitRep).

## Deputy Emergency Management Director

**Co-Primary for ESFs #2; Primary for ESF #12**

- Work with the EMD to provide assistance when and wherever needed.
- Work with other ESF agencies as directed to assist in the protection of life and property.
- Offer relief assistance to the EMD if needed.

## Holderness Fire Department/EMS

**Co-Primary for ESFs #8 & #9; Primary for ESF #4 & #10**

- Provide emergency operations training for its personnel.
- Conduct test exercises, as coordinated by the Emergency Management Director.
- Assist the Police Department in providing crowd control.
- Disperse its own equipment and manpower to strategic locations, as necessary.
- Provide a monitoring capability for radiological accidents or incidents.
- Contain and extinguish fires.
- Train and assign radiological personnel and maintain radiological equipment.
- Coordinate regional fire mutual aid.
- Provide rescue operations and emergency medical services.



*Holderness Fire Department  
Photo Credit: <http://sdarchitects.com>*

- Receive warnings from the County Sheriff's Office National Alert and Warning System (NAWAS) point and alerting local officials.
- Develop a public warning plan and system.
- Maintain records of handicapped and special needs people.
- Supervise emergency operations in hazardous materials accidents or incidents.

### **Holderness Police Department**

#### **Co-Primary for ESFs #9; Primary for ESF #13 & #16**

- Provide emergency operations training for its own personnel, assisted by the Emergency Management Director.
- Conduct its own test exercises, as coordinated by the Emergency Management Director.
- Protect life and property, assisted by all departments.
- Provide crowd control, assisted by the Fire Department.
- Disperse its own equipment and manpower to strategic locations, as necessary.
- Maintain and train its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinate regional police mutual aid.
- Provide and maintain an up-to-date police department emergency implementation plan, assisted by the Emergency Management Director.
- Coordinate all emergency traffic control procedures within the community.

### **Highway Department**

#### **Primary for ESF #3**

- Provide emergency operations training for members of its own staff, assisted by the Emergency Management Director.
- Assist in the protection of life and property.
- Disperse its own equipment and manpower to strategic locations, under direction of the EOC/EMD.
- Maintain and train its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinate regional or neighboring town highway mutual aid.
- Keep streets clear of debris.
- Coordinate for the disposal of refuse.
- Provide support for emergency transportation.
- Coordinate restoration of utility services.
- Coordinate emergency repairs to essential community structures.
- Coordinate damage assessment activities.



**The Holderness Central School Liaison****Co-Primary for ESFs #6**

- Maintain a School Emergency Operations Plan and provide emergency operations training for school personnel, assisted by the Emergency Management Director.
- Conduct test exercises, at the local school or shelter as coordinated by the Fire Chief.
- Prepare staff and building according to the Shelter Plan to receive evacuees.
- Assist the Red Cross in the mass feeding and sheltering of evacuees.
- Coordinate with EMD for mass transportation as needed.

**American Red Cross**

- Assure emergency blood bank supplies at area hospitals.
- Assist in providing emergency food, clothing, shelter and first aid.
- Provide individual family assistance.
- Assist the town with guidance in support of managing emergency shelter operations.
- Provide mass care and shelter training.

**Plymouth Fire/EMS**

- Provide medical transportation as needed.
- Assist the Holderness Fire Department with:
  - Fire Fighting
  - Resource Support
  - EMS Services
  - Search & Rescue
  - Hazardous Materials Incidents
  - Mass Casualty Incidents
- Assist the Town of Holderness in their efforts to protect life and property.

**Welfare Officer**

- Assist with the coordination of volunteers and donations.
- Assistance with elderly issues.
- Assist with the provision of food and water.
- Coordinate with the American Red Cross.

**Health Officer**

- Enforce public health standards.
- Assist in coordinating emergency shelter and feeding.
- Serve as liaison with the Public Health Network of Central NH.
- Coordinate with Public Health Network of Central NH for inoculation or immunization.
- Coordinate with the Public Health Network of Central NH Develop and assist in the development of a local and regional pandemic plan.
- Coordinate efforts for mass burials.
- Serve as liaison with local Hospital(s).

**Lakes Region Fire Mutual Aid**

- Provide communications and assistance to the Holderness Fire Department as needed.
- Coordinate regional mutual aid.
- Assist the Holderness Fire Department with:
  - Fire Fighting
  - Resource Support
  - EMS Services
  - Search & Rescue
  - Hazardous Materials Incidents
  - Mass Casualty Incidents
- Assist the Town of Holderness in their efforts to protect life and property.

**The Speare Memorial Hospital**

- Provide expert medical care.
- Coordinate with the Town of Holderness on Mass Casualty Incidents.
- Coordinate with the Town's EOC, as necessary.
- Provide medical support for the ACC and Health Officer as necessary.

**Plymouth Dispatch**

- Provide initial and ongoing communication to all responders.
- Provide initial alerts.
- Serve as the local Public Safety Answering Point.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire, Police, and EMS.
- Provide notification of emergency to emergency responders.
- Coordinate the emergency communications system.
- Provide backup communications for the Town.

**Holderness Prep School (transportation)**

- Provide and coordinate mass transportation needs as directed by the EMD.
- Maintain a School Emergency Operations Plan and provide emergency operations training for school personnel, assisted by the Emergency Management Director.
- Conduct test exercises at the local school or shelter as coordinated by the Fire Chief.
- Be prepared to serve as a secondary shelter if required.
- Assist the American Red Cross in the mass feeding and sheltering of evacuees, if required.

**Plymouth State University**

- Provide and coordinate mass transportation needs as directed by the EMD.
- Maintain a University Emergency Operations Plan and provide emergency operations training for school personnel, assisted by the Emergency Management Director.
- Conduct test exercises at the University per established EOP.
- Provide resource support when needed based on availability.

- Assist with Law Enforcement as needed.
- Be prepared to serve as a secondary shelter if required.
- Assist the American Red Cross in the mass feeding and sheltering of evacuees, if required.

### **Public Health Network of Central NH**

#### **Co-Primary for ESFs #8**

- Serve as the liaison for health and medical with the Holderness Health Officer.
- Coordinate with the Town of Holderness on pandemic planning.
- Coordinating with American Red Cross and EMS on health and medical issues.
- Activate MACE if needed.

## **PLAN MANAGEMENT**

### **Development**

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.

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

### **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, the EMD will conduct the overall plan review and report to the Board of Selectmen with recommended revisions on an annual basis.

The EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.

- Review of the functional ESFs by the respective primary, co-primary, and support agencies will be conducted annually; SOPs/SOGs yearly; resource inventories and notification and recall lists also on a six (6) month basis.
- Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days.
- Major changes that affect the Situation and Assumptions and Concept of Operations sections of the EOP will be made, as required. The department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists, and resource inventories, shall be made by the primary, co-primary, and support agencies.

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, the 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.

### **Document Control**

The EMD is responsible for establishing and maintaining a document control system for all emergency management planning documents, as appropriate. The document control system will include the following:

- Inventory Control Numbering System for plans.
- List of plans with control numbers.
- Identify the location of where the plans are stored and/or maintained (e.g., EOC, Library).
- Record of plan revisions.
- Plan distribution list.

### **Training and Exercises**

The EMD will utilize annual training and exercise, provided by the NH Homeland Security and Emergency Management, to evaluate the capability of the Town to respond to minor, major, and catastrophic disasters. The EMD will coordinate the training of local and volunteer personnel on their roles and responsibilities in the four phases of emergency management (i.e., preparedness, response, recovery, and mitigation).

The training and exercise programs will help to ensure the operational readiness of the Town's emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., flooding or dam failure) to evaluate established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.



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.

## **AUTHORITIES AND REFERENCES**

### **Statutes and Regulations**

Chapter 8, Section G, Authority of Emergency Response Agencies, describes a compiled list of authorities and regulations that reflect federal, state, and local agencies, departments, and/or offices authority to respond and initiate emergency response procedures. Additionally, hazard-specific Annexes may contain supplemental authorities and regulations.

### **References**

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

- FEMA, State and Local Guide (SLG) - 101, Guide for All-Hazard Emergency Operations Planning, September 1996.
- Federal Emergency Management Agency, Managing the Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
- Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
- National Response Framework, January 2007.
- Emergency Planning, Independent Study, February 2006.
- National Incident Management System, December 2008
- Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
- Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.

### **Locally Identified References, Guidelines, Agreements & Plans**

- Standard Operating Procedures and/or Guidelines (SOPs/SOGs)
  - Fire Department SOGs
  - Police Department SOPs
  - Highway Department SOGs
- Emergency Alert and Warning Systems
  - National Oceanic & Atmospheric Agency (NOAA)
  - Amateur Radio Systems
  - Radio System Consoles
- Interagency Agreements/Compacts/Mutual Aid Agreements
  - Lakes Region Fire Mutual Aid
  - Plymouth Fire Department (EMS & Ambulance)
- Statewide Mutual Aid
  - State of NH Mutual Aid – Public Service Mutual Aid Agreement
- Plans
  - School Emergency Operations Plan
  - Holderness Emergency Operations Plan, 2003
  - Holderness Hazard Mitigation Plan, 2008
  - Great Plymouth Public Health Emergency Response Annex which includes:
    - Public Health Emergency Preparedness and Response Plan
    - Point of Distribution Plan
    - Risk Communication Plan
    - Isolation & Quarantine Plan
    - Mass Fatality Plan
    - Medical Surge Plan

## ACRONYMS & ABBREVIATIONS

ACC.....	Acute Care Center
ARC.....	American Red Cross
ARES.....	Amateur Radio Emergency Service
BOCA.....	Building Officials and Code Administrators
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
CIKR.....	Critical Infrastructure & Key Resources
CIP.....	Capital Improvements Program
COG.....	Continuity of Government; also Council of Governments
COOP.....	Continuity of Operations
DES.....	Department of Environment Services
DFO.....	Disaster Field Office
DHHS.....	Department of Health and Human Services
DHS.....	Department of Homeland Security
DMCR.....	Disaster Management Central Resource
DOD.....	Department of Defense
DOE.....	Department of Energy
DOJ.....	Department of Justice
DOT.....	Department of Transportation
DPP.....	Domestic Preparedness Program
DRC.....	Disaster Recovery Center
DRED.....	Department of Resources & 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
ESF.....	Emergency Support Functions
FEMA.....	Federal Emergency Management Administration
FIRM.....	Flood Insurance Rate Map
FOC.....	Field Operations Center
FOG.....	Field Operating Guide
FRERP.....	Federal Radiological Emergency Response Plan
NRP.....	National Response Plan
GIS.....	Geographic Information System
HazMat.....	Hazardous Material(s)
HMGP.....	Hazard Mitigation Grant Program
HSEM.....	Homeland Security Emergency Management
IAP.....	Incident Action Plan
IC.....	Incident Commander
ICC.....	Incident Command Center
ICS.....	Incident Command System
JIC.....	Joint Information Center
MA.....	Mutual Aid
MCI.....	Mass Casualty Incident
MOA.....	Memorandum of Agreement

MOU .....	Memorandum of Understanding
NAWAS .....	National Warning System
NFA .....	National Fire Academy
NFIP .....	National Flood Insurance Program
NGVD .....	National Geodetic Vertical Datum of 1929
NHDOT .....	NH Department of Transportation
NIMS .....	National Incident Management System
NWS .....	National Weather Service
ODP .....	Office for Domestic Preparedness (DHS)
PA .....	Public Assistance
PDA .....	Preliminary Damage Assessment
PDD .....	Presidential Decision Directive
PHS .....	Public Health Service
PIO .....	Public Information Officer
POD .....	Point of Distribution
PPE .....	Personal Protective Equipment
PSA .....	Public Service Announcement
RERP .....	Radiological Emergency Response Plan
RNAT .....	Rapid Needs Assessment Team
SARA .....	Superfund Amendments and Reauthorization Act of 1986 (a.k.a. EPCRA)
SERC .....	State Emergency Response Commission
SERT .....	State Emergency Response Team
SITREP .....	Situation Report (Also SitRep)
SLG .....	State and Local Guide
SOG .....	Standard Operating Guide
SOP .....	Standard Operating Procedure
USDA .....	US Department of Agriculture
USDA-FS .....	USDA-Forest Service
USGS .....	United States Geological Society
VOAD .....	Volunteer Organization Active in Disasters
WMD .....	Weapon(s) of Mass Destruction
WMD-CST .....	WMD Civil Support Team

PAGE INTENTIONALLY  
LEFT BLANK



## **CHAPTER 2 – EMERGENCY SUPPORT FUNCTIONS**

### **Table of Contents**

ESF MATRIX .....	43
ESF #1: TRANSPORTATION .....	45
ESF #2: COMMUNICATIONS & ALERTING .....	51
ESF #3: PUBLIC WORKS & ENGINEERING .....	57
ESF #4: FIRE FIGHTING .....	63
ESF #5: INFORMATION & PLANNING .....	69
ESF #6: MASS CARE & SHELTER .....	73
ESF #7: RESOURCE SUPPORT .....	79
ESF #8: HEALTH & MEDICAL SERVICES .....	83
ESF #9: SEARCH & RESCUE .....	91
ESF #10: HAZARDOUS MATERIALS .....	97
ESF #11: FOOD & WATER .....	103
ESF #12: ENERGY .....	109
ESF #13: LAW ENFORCEMENT & SECURITY .....	113
ESF #14: PUBLIC INFORMATION .....	119
ESF #15: VOLUNTEERS & DONATIONS .....	125
ESF #16: ANIMAL HEALTH & SHELTERING .....	129

PAGE INTENTIONALLY  
LEFT BLANK

### ESF MATRIX

ESF MATRIX		Emergency Management Director & Town Administrator	Holderness Fire Department/EMS	Holderness Police Department	Board of Selectmen	Highway Department	Holderness Central School Liaison	American Red Cross	Plymouth Fire/EMS (Transport)	Welfare Officer	Health Officer	Deputy Emergency Management Director	Lakes Region Fire Mutual Aid	Speare Memorial Hospital	Plymouth Dispatch	Holderness Prep School (Transportation)	Plymouth State University	Public Health Network of Central NH
		<b>P = Primary Agency</b> <b>S = Support Agency</b>																
ESF1	Transportation	P	S	S		S										S		
ESF2	Communications & Alerting	P	S	S								P	S		S			
ESF3	Public Works & Engineering	S	S	S		P												
ESF4	Fire Fighting	S	P	S		S			S				S					
ESF5	Information & Planning	P	S	S	P	S	S	S	S	S	S	S	S	S	S		S	
ESF6	Mass Care & Shelter	P	S	S		S	P	S		S	S					S	S	
ESF7	Resource Support	P	S	S	P	S	S	S	S	S	S	S	S	S	S		S	
ESF8	Health & Medical Services	P	P	S		S			S		S	S	S	S	S		S	P
ESF9	Search & Rescue		P	P		S			S				S		S			
ESF10	Hazardous Materials	S	P	S		S			S		S	S	S		S			
ESF11	Food & Water	P			S	S	S	S			S					S	S	
ESF12	Energy		S	S	S	S						P						
ESF13	Law Enforcement & Security		S	P		S									S		S	
ESF14	Public Information	P	S	S	P							S						
ESF15	Volunteers & Donations				P		S	S			S							
ESF16	Animal Health & Sheltering	S		P		S	S				S							

Figure 8: ESF Matrix

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #1: TRANSPORTATION**

### **General Description and Agencies**

**ESF #1** provides for coordination, control and allocation of transportation assets in support of the movement of emergency resources including the evacuation of citizens of the Town, and the redistribution of food and fuel supplies. "Moving people & things"

#### **Primary Agency**

**Emergency Management Director (EMD)**

#### **Support Agencies**

**Highway Department**

**Holderness Central School Liaison**

**Holderness Police Department**

**Holderness Fire/EMS**

### **Introduction**

#### **Purpose**

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

#### **Scope**

This ESF provides for local transportation support including:

- Management and coordination of transportation activities to support the effort of local agencies.
- Establishing priorities and/or allocating of transportation resources, processing of all transportation requests, managing air and marine traffic. Coordinating related emergency management activities with neighboring jurisdictions and state agencies.
- Processing and overall coordination of request for local transportation support.
- Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.
- Monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
- Assisting in the design and implementation of alternate transportation services, such as mass transit systems, to temporarily replace system capacity lost to disaster damage.
- Coordinating the clearing and restoration of the transportation resources.
- Documentation of transportation needs and reporting to the State EOC, if applicable.

## Situation and Planning Assumptions

### *Situation*

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

Areas in Holderness that might require an evacuation would include:

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

By state law, RSA 21-P, the Governor of New Hampshire may only recommend evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergency situations. Any evacuation assisted by federal, state or local government officials, does not bind that government to be liable for damages incurred. It is assumed that the officials at all levels of government have fully assessed the risks involved before recommending an evacuation.

The major evacuation routes for Holderness are designated as:

- US Route 3
- NH Route 175
- NH Route 175A
- NH Route 113
- Interstate 93

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

During a period of increasing international tension, the Presidential option of relocating people from potential target areas to relatively safer host areas appears to be feasible. Evacuees will necessarily look to their local officials for guidance on when and where to relocate, how to get there and what to bring with them.

### **Planning Assumptions**

Although most adults in Holderness own or have use of a private vehicle and would evacuate using that vehicle, the Town assisted by state government and SAU 48 would 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

When faced with a potential life-threatening situation, people will generally follow three options:

- 1) Most will follow the recommendations of federal, state and/or local officials and relocate to pre-designated host areas by pre-selected routes.*
- 2) Some will evacuate spontaneously to hosting facilities of their own choice and*
- 3) Despite recommendations to do so, some will not evacuate and will remain in place.*

It is assumed that most patients in medical facilities will be picked up and relocated by relatives. Relocation and transportation of patients in acute-care status must, by necessity, be made at the time of emergency and on a case-by-case basis. Prisoners being held by the Police Department who could not be released would be transferred for incarceration.

## **Concept of Operations**

### **General**

In accordance with the Holderness Emergency Operations Plan and this ESF, the EMD is responsible for coordinating transportation activities. Support agencies will be coordinated with the EMD.

Requests for assistance will be forwarded to the Holderness EOC. It is important that the Highway Department maintain close coordination with the local EOC, in order to support the EMD.

### **Notification and Activation**

Upon determination of an impending or actual incident requiring evacuation capabilities, the EMD will request agency representatives to implement *ESF #1* activities from the EOC.

### **Emergency Response**

When transportation requests are made of the town of Holderness and with the approval of the Board of Selectmen if the situation allows, the EMD will coordinate transportation activities in the local EOC as the lead agency for *ESF #1, Transportation*.

Coordination with *ESF #3, Public Works & Engineering*, the Road Agent, may also be required to establish emergency access to an impacted area (i.e. building temporary roads into an affected area).

When transportation requests exceed the capabilities of the town of Holderness, the EMD with the approval of the Board of Selectmen if the situation allows, will contact area towns and mutual aid systems for assistance.

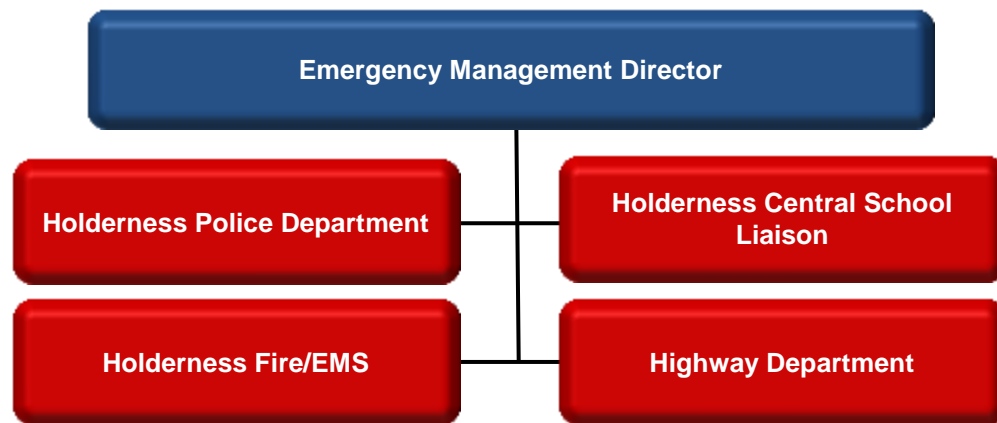
### Recovery

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

### Demobilization

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

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Primary Agency

#### Emergency Management Director (EMD)

- Determine the approximate numbers of people involved.
- Notify the American Red Cross to begin sheltering procedures as needed through *ESF #6*.



- Instruct the EOC, support agencies and operational staff to implement evacuation procedures.
- Make those expedient decisions necessary to protect the lives and property of the citizens.
- Notify State Emergency Management and request state and/or federal assistance.
- Coordinate overall direction of the evacuation procedures.
- Perform such other functions as directed by the Board of Selectmen.
- Coordinate the community efforts and any outside assistance that is available.
- Advise the Board of Selectmen on the current status of events and make emergency management recommendations.
- Maintain accurate and up-to-date records of:

### **Support Agencies**

#### **Highway Department**

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

#### **Holderness Prep School Liaison (Private Residential High School)**

- Maintain control over school (principals) and advise the schools of planned actions- early closings, sheltering or evacuation in concert with established and maintained plans.
- Coordinate with EMD and provide school buses for use in emergency transportation.
- Coordinate with the EMD to prepare the school for use as an emergency transportation pick-up point or shelter.
- Coordinate with the EMD and applicable bus service to provide for tracking of people transported.
- If the school is used as a community shelter, provide space and materials as needed.
- Provide a representative at the EOC for school issues.

#### **Holderness Police Department**

- Coordinate emergency transportation routes.
- Establish and maintain control points to maximize traffic flow.
- Organize patrols to provide security in the evacuated area.
- Distribute personnel and vehicle identification to key worker and emergency services personnel.
- Determine traffic routes for evacuees to reach shelters.
- Identify those handicapped persons needing assistance to relocate.
- Arrange transportation to shelters through the EMD for those who need it and establish pick-up points for said transportation.

#### **Holderness Fire/EMS**

- Provide personnel to assist the Police Department in maintaining traffic control points.
- Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- Provide post-evacuation fire surveillance.
- Assist those special needs persons needing assistance to relocate.

#### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

#### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*

## ESF #2: COMMUNICATIONS & ALERTING

### General Description and Agencies

**ESF #2** provides emergency warning, information and guidance to emergency responders. *ESF #2* facilitates the requirements and resources needed to provide for backup capability for all means of communication. "Internal & State Communications"

#### Co-Primary Agencies

Emergency Management Director (EMD)

Deputy Emergency Management Director

#### Support Agencies

Holderness Police Department

Holderness Fire/EMS

Lakes Region Fire Mutual Aid

Plymouth Dispatch

### Introduction

#### Purpose

In the event of an emergency or disaster, *ESF #2, Communications & Alerting*, will assign the responsibilities and establishment of procedures to provide communications for emergency responders.

#### Scope

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

### Situation and Planning Assumptions

#### Situation

The Fire/EMS, Police and Highway Departments currently maintain radio networks for conducting day-to-day operations. These departments have base stations and mobiles for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

These local networks, by necessity, must form the basis for an emergency communications system. In addition, telephones will be utilized as long as those systems are in operation. If needed and available, amateur radio and citizen's band networks may be used to augment the existing communications capability.

The Co-Primary Agencies or designees need to be notified as soon as possible upon receipt of information on any emergency situation that might affect the community. The EMD, along with the Deputy EMD, will then decide on whether to alert the other emergency response organizations or not, based on the information received.

Emergency alerts may be received from private citizens, local or state police, another community, county sheriff, fire mutual aid dispatch center, National Weather Service and/or Homeland Security and Emergency Management. Local warnings are usually telephoned to 911 and through the Grafton County Sheriff's Dispatch and Plymouth Dispatch.

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

### ***Planning Assumptions***

Major emergencies probably will generate an extraordinary demand on all communications systems so priority usage must be given to state and local direction and control networks and the Emergency Alert System (EAS). The prioritized shutdown of telephone service may be considered in order that emergency services may use the system for as long as possible.

## **Concept of Operations**

### ***General***

*ESF #2* 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 EMD, the Deputy EMD and with the appropriate support agencies.

All primary and supporting agencies will:

- Maintain and test department's own equipment.
- Train its own personnel and maintain training records and qualification status.
- Participate in emergency communications training as coordinated by the EMD and as required.
- Develop and maintain the personnel notification procedures lists for their departments.
- Establish routine written procedures and Standard Operating Guidelines (SOGs).
- Coordinate with the other departments to provide and integrate emergency communications system.

### ***Notification and Activation***

Upon notification of an emergency alert, the Co-Primary Agencies will establish communication links with the following:

- Highway Department
- Holderness Fire/EMS

- Grafton County Sheriff's Office Dispatch
- Speare Memorial Hospital in Plymouth
- American Red Cross
- Local Amateur Radio Operators
- Local Emergency Operations Center (EOC)
- State EOC & WebEOC
- Police & Fire Mutual Aid Systems
- Surrounding Community EOCs

### ***Emergency Response***

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

- Immediate notification to the Emergency Management Director of the emergency message received.
- Upon deciding that EOC activation is warranted, the ranking Police Officer on Duty contacts the Emergency Management Director or designee.
- Grafton County Dispatch shall contact the Plymouth Police Dispatch who then contacts the EMD who may approve the activation and notification. Upon verbal approval, Police, EMS and Fire shall make the initial notifications using the phones and their paging software.
- Upon activation, the Emergency Management Director or designee will take charge of EOC operations. The operational staff positions shall be filled and shall report their state of readiness and recommendations to the EMD.
- The Emergency Management Director will determine which, if any, other officials and staff should be notified or requested.
- The Chairman of the Board of Selectmen is to be notified of all EOC activations. Those involved shall consider seeking the Chairman of the Board of Selectmen's authorization to declare a state of emergency, if necessary.

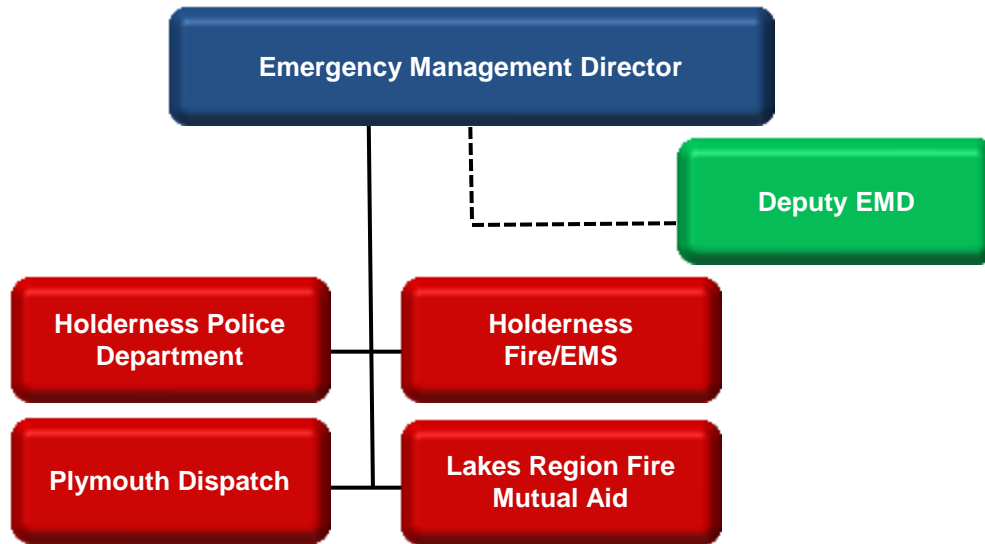
### ***Recovery***

Recovery actions and notifications will be at the discretion of the EMD in concurrence with the Deputy Emergency Management Director and the Support Agencies, the Police, Fire and Highway Departments based on the status of the emergency situation.

### ***Demobilization***

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

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agencies

#### Emergency Management Director (EMD)

- Organize and control emergency communications.
- Notify the Board of Selectmen of the emergency situation.
- Coordinate communications between the Police and Fire Departments.
- Research and obtain additional communication resources.
- Receive warnings from the National Weather Service and/or State Emergency Management.
- Receive warnings from the National Alert and Warning Alert System (NAWAS).
- Maintain accurate and up-to-date records of:

#### Deputy Emergency Management Director

- Support and/or relieve the EMD as necessary.

### ***Support Agencies***

#### **Holderness Police Department**

- Receive notification Plymouth Dispatch.
- Alert the EMD of any notifications that are received.
- Upon notification of an emergency alert, the Police Department Dispatch shall make required notification per Police Department SOPs.
- Provide communication equipment for first responders, as needed.
- Provide communication support.

#### **Holderness Fire/EMS**

- Receive notification from Lakes Region Fire Mutual Aid.
- Alert the EMD of any notifications that are received.
- Upon notification of an emergency the Fire Department shall make required notification per Fire Department SOPs.
- Provide communication equipment for first responders, as needed.
- Provide communication support.

#### **Plymouth Dispatch**

- Support the emergency communications network as appropriate.

#### **Lakes Region Fire Mutual Aid**

- Support the emergency communications network as appropriate.

### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK



## **ESF #3: PUBLIC WORKS & ENGINEERING**

### **General Description and Agencies**

**ESF #3** 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.

#### **Primary Agency**

**Highway Department**

#### **Support Agencies**

**Holderness Police Department**

**Emergency Management Director (EMD)**

**Holderness Fire/EMS**

### **Introduction**

#### **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.

#### **Scope**

The scope of *ESF #3, Public Works & Engineering*, includes responsibilities related to *ESF #1, Transportation*. These include:

- Establishing priorities and/or allocating of transportation resources, determining the priority of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions and state agencies.
- 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.
- Coordinating the clearing and restoration of the transportation resources.

### **Situation and Planning Assumptions**

#### **Situation**

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 impassable. Public utilities may be damaged and/or partially or totally inoperable.

### ***Planning Assumptions***

Sufficient resources may not be available in Holderness to meet public works and engineering needs at the time of an emergency. Neighboring, state and 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.

## **Concept of Operations**

### ***General***

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

### ***Notification and Activation***

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

### ***Emergency Response***

Immediately following the notification and staffing of this ESF, the Highway Department will compile and evaluate damage assessments from other town departments and staff and establish communications with field units and/or facilities. The Highway Department will coordinate additional engineering and construction resources as needed and provide support and personnel in response to disasters, including terrorist incidents/attacks.

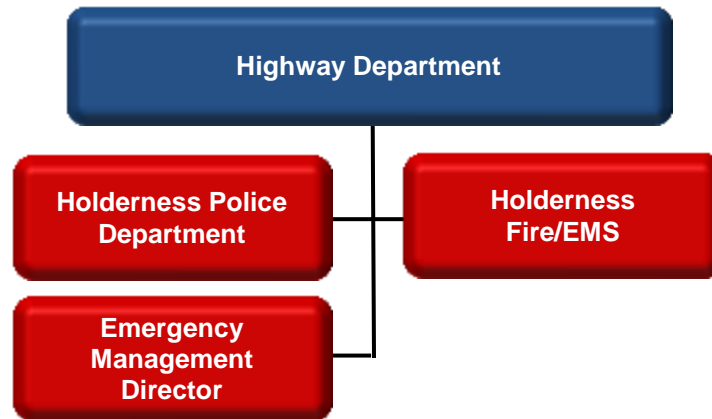
### ***Recovery***

Upon determination that emergency conditions have stabilized or are improving, the EMD shall direct recovery actions to commence and determine the coordination capabilities between local, state and federal officials to initiate recovery. The Highway Department will provide a damage assessment report with assistance from federal, state and local officials if warranted.

### ***Demobilization***

Partial demobilization would occur based upon the current level of response and recovery operations and at the discretion of the EMD. Full demobilization would occur following termination of response and recovery field operations.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Primary Agency

#### Highway Department

- Mobilize needs for resources, manpower and equipment.
- Coordinate transportation activities.
- Assist in transportation and traffic control requirements.
- 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; construction of fire breaks, as requested.
- Assist in the restoration of critical utility services, telephone, and restoration of sewer systems.
- Stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- Maintain a list of qualified private contractors to assist in the restoration of critical facilities.
- Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Collect and provide the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP):
  - Associated Costs

- Number of man hours
- Number of equipment hours
- The cost of material
- Status
  - Status of debris removal activities
  - Status of Critical Infrastructure
  - Status of Sewer Systems
  - Emergency Access Routes
  - Unmet Needs
  - Status of NH DOT Roads
  - Status of public utility services restoration

### ***Support Agencies***

#### **Emergency Management Director (EMD)**

- Receive requests from the Highway Department for additional equipment and personnel.
- Provide personnel and equipment to manage and operate staging areas, as requested.

#### **Holderness Police Department**

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

#### **Holderness Fire/EMS**

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

### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*

**Equipment Inventory List – ESF #3, Public Works & Engineering**

Resource (Equipment)	Model	Capacity	Location	Fuel	Owner
6 Wheel Dump Truck (sander in body & plow)	2009 International	-	62 Beede Rd.	Diesel	Town of Holderness
6 Wheel Dump Truck (sander in body & plow)	2004 Peterbilt	-	62 Beede Rd.	Diesel	Town of Holderness
1 Ton Pickup Truck (slide in sander & plow)	2011 Ford F-350	-	62 Beede Rd.	Diesel	Town of Holderness
Pickup Truck (slide in sander & plow)	2006 F-350	-	62 Beede Rd.	Diesel	Town of Holderness
1 Ton Dump Truck (slide in sander & plow)	2006 Ford F-550	-	62 Beede Rd.	Diesel	Town of Holderness
Backhoe	2009 Caterpillar	-	62 Beede Rd.	Diesel	Town of Holderness
Grader	1994 Galion	-	62 Beede Rd.	Diesel	Town of Holderness
200 XP Brush Chipper	1990 Bandit	-	62 Beede Rd.	Diesel	Town of Holderness
York Rake	1988	-	62 Beede Rd.	Diesel	Town of Holderness
Road Broom	1988	-	62 Beede Rd.	Diesel	Town of Holderness

PAGE INTENTIONALLY  
LEFT BLANK

## ***ESF #4: FIRE FIGHTING***

### **General Description and Agencies**

**ESF #4** provides for mobilization and deployment and assists in coordinating firefighting resources to combat incidents involving wildland fires, urban/rural fires and structural fires; it provides incident management assistance for on-scene incident command and control operations.

#### ***Primary Agency***

**Holderness Fire/EMS**

#### ***Support Agencies***

**Highway Department**

**Emergency Management Director (EMD)**

**Holderness Police Department**

**Plymouth Fire/EMS**

**Lakes Region Fire Mutual Aid**

### **Introduction**

#### ***Purpose***

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

#### ***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.

### **Situation and Planning Assumptions**

#### ***Situation***

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

The Holderness Fire Department is a call organization of 24 members headed by a part-time Fire Chief. The Holderness Fire Department is as well-equipped to perform its assigned functions as any community of comparable size.

The Fire Department is a member of Lakes Region Fire Mutual Aid. The Fire Station has emergency back-up power.

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

### **Planning Assumptions**

The Holderness Fire Department is the largest single 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.

## **Concept of Operations**

### **General**

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

### **Notification and Activation**

Upon notification by Lakes Region Fire Mutual Aid of an emergency or an impending incident of disastrous proportions, the Fire Department will be requested to activate and coordinate *ESF #4* activities from the Fire Station.

### **Emergency Response**

Upon notification of an actual or impending emergency, Lakes Region Fire Mutual Aid will begin call-up of all Fire Department and EMS personnel, thus immediately toning all firefighters. The Fire Department will implement existing operating procedures, mutual aid agreements, and notification as outlined within existing protocols.

Upon this notification, the Fire Department will forward the information to the Board of Selectmen and the Emergency Management Director and disseminate emergency warnings to the general public in coordination with *ESF #14, Public Information*. The Fire Department will also notify the Board of Selectmen and the Emergency Management Director of the state of readiness of the department and request outside assistance if necessary.

The Fire Chief will report to the EOC when directed by the Emergency Management Director and delegate the on-scene command of the department to the Deputy Chief or other qualified member and begin emergency communications procedures per *ESF #2, Communications & Alerting*.

### **Recovery**

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

- Perform decontamination functions, as described in SOGs, if necessary.
- Assist in providing security for disaster-affected areas, if requested.
- Assist in clean-up operations.
- Coordinate outside fire-suppression assistance.

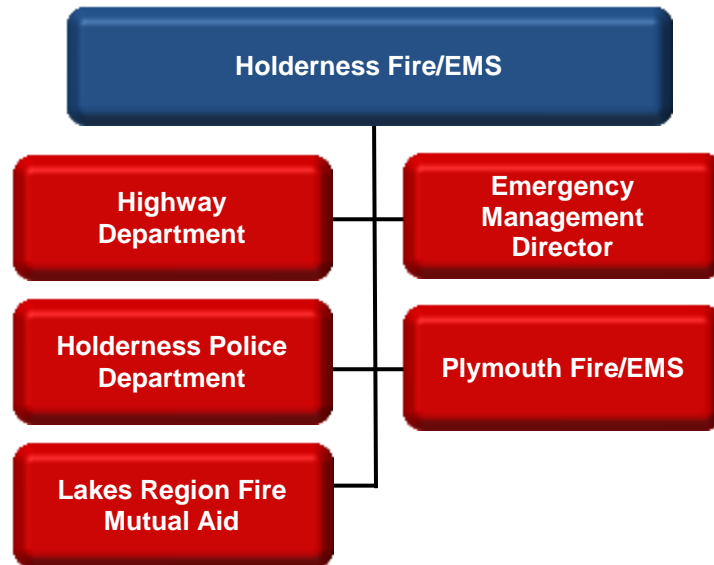


- Perform such other functions as requested by the EMD to alleviate suffering and return the citizens of Holderness to as near normal conditions as possible.

### Demobilization

Partial demobilization would occur based upon the current level of response and recovery operations and at the discretion of the EMD. Full demobilization would occur following termination of response and recovery field operations.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Primary Agency

#### Holderness Fire/EMS

- Extinguish and contain all fires.
- Begin public warning procedures per guidelines, upon approval of the Board of Selectmen and in accordance with the EMD as outlined in *ESF #14, Public Information*.
- Begin call-up of additional department personnel as needed.
- Assist EMD in managing and maintaining a working EOC.
- Recruit additional personnel, coordinate Fire Mutual Aid support and other outside assistance if necessary.

- Assist the Police Department in establishing and manning traffic control points for the evacuation and relocation of the endangered population.
- 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.
- Perform such other functions for the protection of life and property as deemed necessary at the time of emergency in accordance with NH RSAs.
- Assist in all rescue operations.
- Report any power outages to New Hampshire Electric Coop.
- Disburse personnel and equipment to predetermined strategic locations.
- Provide training for fire personnel for multi-hazard response and discipline.
- Provide training for personnel in radiological monitoring in order to provide the department with this capability.
- Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols.
- Maintain an up-to-date inventory of personnel and equipment and check equipment annually.
- Provide medical coverage for firefighters and victims of the disaster.
- Coordinate with the Fire Marshal on building assessments and fire investigations.
- Coordinate with local hospitals as needed.
- Provide personnel to other emergency services to augment their capabilities, if available.
- Provide medical response as necessary.
- Review and update Standard Operating Guidelines on an annual basis.

### **Support Agencies**

#### **Highway Department**

- Provide highway equipment and personnel support during large scale firefighting operation.
- Maintain transportation routes to provide access to emergency response vehicles.
- Assist in the implementation of *ESF #4*.

#### **Emergency Management Director (EMD)**

- Coordinate efforts of all departments.
- Establish the Emergency Operations Center (EOC), as needed.
- Assist in the implementation of *ESF #4*.

#### **Holderness Police Department**

- Coordinate traffic and crowd control.
- Coordinate emergency transportation routes.
- Provide equipment and personnel support during wildland and other large-scale firefighting operations, as needed.
- Assist in the implementation of *ESF #4*.

#### Plymouth Fire/EMS

- Respond to any fire north of Seven Pines Road.
- Provide ambulance transport.
- Assist in the implementation of *ESF #4*.

#### Lakes Region Fire Mutual Aid

- Provide notification to the town of fire incidents.
- Provide communications support.
- Communicate with outside resources as requested.
- Assist in the implementation of *ESF #4*.

#### References

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

#### Resource List

*Please refer to Chapter 8, Resource Inventory.*

#### Equipment Inventory List – ESF #4, Fire Fighting

Resource (Equipment)	Model	Capacity	Location	Fuel	Owner
Jeep	1954 Willys Jeep	-	Public Safety Building	-	Town of Holderness
SUV	1997 Ford Expedition	-	Public Safety Building	-	Town of Holderness
Rescue 12R1	2009 Ford	-	Public Safety Building	-	Town of Holderness
Fire Truck 12E3	1990 Mack	-	Public Safety Building	-	Town of Holderness
Forest Fire Truck 12F3	1993 Ford	-	Public Safety Building	-	Town of Holderness
Fire Truck 12E4	1997 Mack	-	Public Safety Building	-	Town of Holderness
Fire Truck 12E5	2006 Kenworth	-	Public Safety Building	-	Town of Holderness
Utility Pickup	2012 F-350	-	Public Safety Building	-	Town of Holderness
Pontoon Boat 12B1	2006 Premier	-	Public Safety Building	-	Town of Holderness
13' Boat 12B2	Boston Whaler	-	Public Safety Building	-	Town of Holderness

Resource (Equipment)	Model	Capacity	Location	Fuel	Owner
Trailer	1951 Model Dunbarton Cascade	-	Public Safety Building	-	Town of Holderness
Snowmobile Trailer	2002 Yacht Club	-	Public Safety Building	-	Town of Holderness
Snowmobile	2003 Skandik Ski-Doo	-	Public Safety Building	-	Town of Holderness
Pontoon Trailer	2007 Yacht Club	-	Public Safety Building	-	Town of Holderness
UTV	2009 Kubota	-	Public Safety Building	-	Town of Holderness

## **ESF #5: INFORMATION & PLANNING**

### **General Description and Agencies**

**ESF #5** provides for the overall management and coordination of emergency operations in support of local government; collects, analyzes and disseminates critical information on emergency operations for decision making purposes; identifies the roles and responsibilities of state government in coordinating federal assistance to local government.

#### **Co-Primary Agencies**

**Board of Selectmen**

**Emergency Management Director (EMD)**

#### **Support Agencies**

**All Other Responding Departments**

### **Introduction**

#### **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.

#### **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 *ESF #5*. The primary role of *ESF #5* is to serve as a clearinghouse of information for all interested parties. *ESF #5* 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:

- **Information Processing**  
To process essential elements of information from local, state, federal and other resources and to disseminate in order to provide for adequate response activities.
- **Reports**  
To consolidate information and document response activities and to provide essential information to local, state, federal and other sources in timely reports. *ESF #5, Information & Planning*, will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.
- **Displays**  
To develop, maintain and display information and status in order to facilitate briefings and current activities.

- **Planning and Support**

To plan and support activities used to assist in the consolidation of data to support the preparation of the Action Plan.

- **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.

## **Situation and Planning Assumptions**

### ***Situation***

In every emergency situation there is a need to communicate and plan effectively so that all responders are fully aware of steps that being taken by others. The gathering of ever-changing critical information, the reporting of information in a way that can be uniformly understood, and the preparation of documents to support command and control are vital to a successful operation. In Holderness, this responsibility will fall upon the EMD so that a single entity, with support help, is able to maintain the flow of information and updates from responders in the field.

### ***Planning Assumptions***

It is assumed that in any emergency the relay of information will pass between emergency responders and the Emergency Management Director. In assuming the role of Primary Agency for *ESF #5*, the EMD will gather and disseminate information in order to facilitate planning efforts and to help determine the need for assistance from other local communities, the State and the Federal Government.

## **Concept of Operations**

### ***General***

Typically, the activities of *ESF #5, Information & 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:

- Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide:
  - 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.
  - Provide general assessment of the status of government operations.
  - Select or validate, as necessary, the operational status of critical facilities such as staging areas, mobilization centers, etc.
  - The assessment of the incident, if warranted, will be communicated to *ESF #5* where it will be directed to the appropriate operational element needing the information.

- The various support agencies to *ESF #5* will gather, disseminate, and transmit data to the primary agency. *ESF #5* 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:
  - Boundaries of the disaster area
  - Social/economic/political impacts
  - Jurisdictional boundaries
  - Status of transportation system
  - Status of communications system

### Notification and Activation

In response to an event that would cause the activation of the local EOC, Plymouth Dispatch and Lakes Region Fire Mutual Aid would initiate notification.

### Emergency Response

The initial actions include the activation of the ESF, the processing, collecting and dissemination of information and the determination of staff requirements at the local EOC.

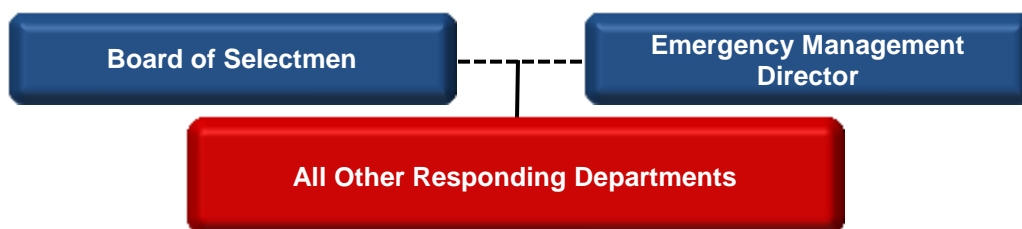
### Recovery

Recovery actions will be at the discretion of the Emergency Management Director. Though two separate sequence frames, it is not expected that the recovery actions for *ESF #5* will differ from the emergency response actions.

### Demobilization

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

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### ***Co-Primary Agencies***

#### **Emergency Management Director (EMD) & Board of Selectmen**

- Develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.
- Prepare planning reports and develop special reports describing specific actions, priorities or contingency planning requirements as requested.
- 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.
- Obtain technical advice, as needed.
- Log and track local, state and federal response actions and request to support operational elements.
- Collect and provide ESF status information for inclusion into Situation Reports (SitRep).

### ***Support Agencies***

#### **All Other Responding Departments**

- Provide the Primary Agencies with current and appropriate information on emergency actions being taken by each department.
- Assist the Primary Agencies with planning concepts and needs assessment.
- Provide the Primary Agencies with the necessary staff and tools that are required to effectively gather, analyze and disseminate information.
- Provide maps for planning and EOC display purposes.

**Please refer to “General Responsibilities” in the Basic Plan for more information on individual department responsibilities.**

### **References**

***Please refer to Chapter 1, Basic Plan; Authorities & References.***

### **Resource List**

***Please refer to Chapter 8, Resource Inventory.***



## **ESF #6: MASS CARE & SHELTER**

### **General Description and Agencies**

**ESF #6** manages and coordinates sheltering, feeding and first aid for disaster victims; provides temporary housing, food, clothing, and assistance to special needs populations in situations that warrant mass-care systems.

#### **Co-Primary Agencies**

**Emergency Management Director (EMD)**

**Holderness Central School Liaison**

#### **Support Agencies**

**Holderness Fire/EMS**

**Holderness Police Department**

**Highway Department**

**American Red Cross**

**Welfare Officer**

**Health Officer**

**Holderness Prep School**

**Plymouth State University**

### **Introduction**

#### **Purpose**

To coordinate the provision of mass care, shelter, feeding and emergency first-aid after a disaster or other event that requires activation of this Plan.

#### **Scope**

In this Plan, ARC is also a designated Support Agency and when called upon, will assist the other Support Agencies in the establishment and operation of shelters and mass care. The Co-Primary Agencies will oversee all mass care and shelter operations as required based on the evacuation needs and the emergency in general.

In the event of a prolonged disaster exceeding 24-48 hours, Holderness would require the assistance of the American Red Cross (ARC). The ARC independently provides mass care to all disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United State Congress, Act of January 5, 1905, and the Disaster Relief Act of 1974. ARC also assumes primary agency responsibility under the Federal Response plan, to

coordinate federal response assistance to the mass care response of state and local governments, and the efforts of other voluntary agencies, including ARC relief operations

## **Situation and Planning Assumptions**

### ***Situation***

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

There is one public school and one private school as well as part of Plymouth State University in Holderness which, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number from an affected community. If these buildings were affected, evacuees must be sheltered in another community.

### ***Planning Assumptions***

Holderness' shelter plan designates the Holderness Central School as the primary shelter; the Holderness Prep School and Plymouth State University have been designated as secondary shelters, depending on the time of the year. For a small number of evacuees, the Fire Station may also be used.

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.

## **Concept of Operations**

### ***General***

The American Red Cross has been designated as a support agency responsible for mass care; state agencies may also be called upon to support the mass care function. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.

Mass Care needs can be met through not only sheltering but also cooling/warming stations, shower-only facilities, fixed or mobile feeding, local town shelters or regional shelters. All shelters must be functional needs sensitive.

The Emergency Management Director, along with supporting staff, will advise the public through *ESF #14, Public Information*, of the shelter locations, the procedures to follow when evacuating, and recommendations that evacuees bring as much non-perishable foods with them as possible.

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.

### Notification and Activation

The EMD is responsible to notify local and state agencies and the American Red Cross (ARC) that a major disaster has occurred or is imminent and may result in activation of the response procedure as described in the plan.

### Emergency Response Actions

Upon notification of full activation of the plan, the EMD will inform *ESF #6* support agencies of plan implementation and share information about what has occurred and initial response actions.

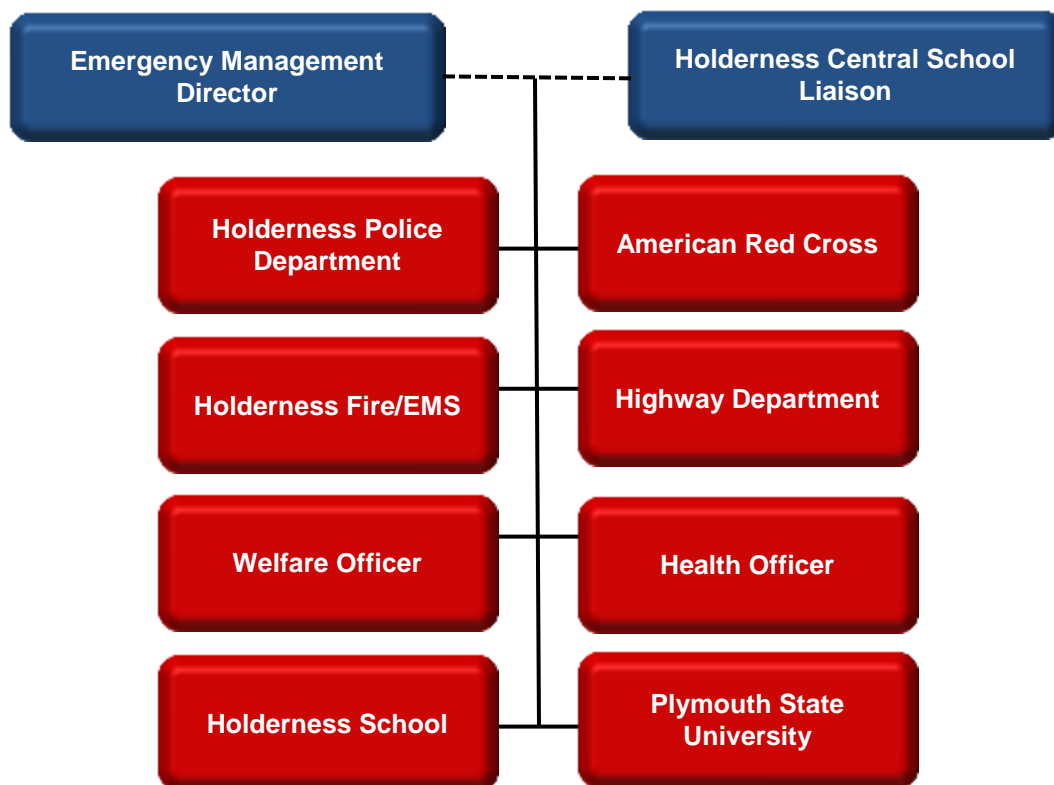
### Recovery Actions

The EMD shall ensure that all health and safety issues are resolved prior to full deactivation and that all essential services and facilities are re-established and operational. Recovery operations may be initiated during response operations.

### Demobilization

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

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agencies

#### Emergency Management Director (EMD)

- Develop and maintain a primary shelter and shelter plan.
- Identify and secure permissions to use those buildings to be designated as shelters.
- Advise the Health Officer of the facilities providing the best protection.
- Designate a secondary shelter to be used should the primary shelter be unavailable.
- Provide personnel and a plan for relocation of evacuees during and after the emergency to ensure an accurate tracking procedure.
- Notify the American Red Cross and State Emergency Management of the activation of *ESF #6*.
- Advise the Board of Selectmen on the disbursement of town funds.
- Monitor the needs of evacuees who will utilize the emergency shelter.
- Obtain cots and blankets from American Red Cross, State Emergency Management and other sources.
- Obtain food and beverage through local and other sources as needed.
- Arrange for the pickup and delivery of resources as needed.
- Organize and coordinate all shelter activities and needs.

#### Holderness Central School Liaison

- Prepare the shelter for occupation.
- Make available on-hand food supplies.
- Provide personnel for registering evacuees.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

### Support Agencies

#### Holderness Fire/EMS

- Advise on those facilities which provide the best fire protection.
- Provide EMS support during shelter operations.
- Coordinate transport of injured evacuees who arrive at the emergency shelter.
- Assess medical supply and equipment needs for the emergency shelter.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*

**Holderness Police Department**

- Provide security at the shelters.
- Assist in obtaining and delivering shelter equipment & supplies.
- Assist with public notification of emergency shelter activation, per *ESF #14*.
- Provide assistance for traffic control and transport to and around the emergency shelter.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*

**Highway Department**

- Assist in obtaining and delivering shelter equipment & supplies.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**American Red Cross**

- Provide listings of ARC approved shelters in the area.
- Assist with short and long-term sheltering of residents as necessary.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**Welfare Officer**

- Work with evacuees on long term recovery needs.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**Health Officer**

- The Health Officer will monitor conditions in the shelter(s) and make recommendations to assure the health and safety of the sheltered.
- Assist in obtaining and delivering shelter equipment & supplies
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**Holderness Prep School**

- Assist with transportation to and from the designated shelter by providing busses.
- Prepare for sheltering evacuees if necessary.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**Plymouth State University**

- Assist with transportation to and from the designated shelter by providing busses.
- Provide police personnel if available and requested.
- Prepare for sheltering evacuees if necessary.
- Assist in the implementation of *ESF #6, Mass Care & Shelter*.

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #7: RESOURCE SUPPORT**

### **General Description and Agencies**

**ESF #7** 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. "Find Stuff & Get Stuff"

#### **Co-Primary Agencies**

**Emergency Management Director (EMD)**

**Board of Selectmen**

#### **Support Agencies**

**All Other Responding Departments**

### **Introduction**

#### **Purpose**

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

#### **Scope**

*ESF #7* provides for the integration and coordination between the government, the private sector, and volunteer organizations involved in emergency response and recovery efforts and it describes how state and federal resources will be coordinated to supplement local resources in response to a disaster.

### **Situation and Planning Assumptions**

#### **Situation**

The Town of Holderness will require such resources as are necessary to maintain essential industries and services, to support key personnel working within these facilities and to provide the citizens, both affected and unaffected by the emergency, with at least minimal levels of essential survival resources such as food, water, housing, medical care, fire and police protection, etc. Distribution patterns will be altered as much as possible to provide these essential resources. If possible, the stockpiling of as much essential materials as possible will begin during pre-crisis periods on instructions of NH Homeland Security & 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 a necessity. Eventually, outside assistance will become available from federal, state or regional sources.

Generally, people will cooperate with official regulations restricting the use of essential resources during an emergency. State Law, RSA 21, provides that private property may be commandeered

or appropriated for the common good. Owners will be reimbursed as soon as practical following the end of the emergency situation.

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

### ***Planning Assumptions***

An emergency or disaster can occur in the town of Holderness at any time, any place. It may create significant degrees of human suffering, property damage and economic hardship to individuals, local government, and the business community. The Town of Holderness assumes that there are many emergency situations that may directly produce severe consequences and the varying degrees of impact will affect the response. The Town, in conjunction with the State, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the State and Federal Governments for national security preparedness.

## **Concept of Operations**

### ***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 NH Homeland Security & Emergency Management and request assistance, if the necessary resources are exhausted or not available locally. In order that state and/or federal resources are requested, the community must show that its capability to continue response is inadequate.

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

### ***Notification and Activation***

In response to an event that would be cause for the activation of the local EOC, Plymouth Dispatch and Lakes Region Mutual Fire Aid would initiate notification.

### ***Emergency Response***

The Emergency Management Director will notify local, state and federal agencies as needed regarding the emergency and the anticipated resource requirement. The Emergency Management Director will request the support agencies to activate and staff the EOC. *ESF #7* will provide continuous control and accountability of equipment, personnel, goods and services in support of the disaster. Support agencies will provide logistical support as required.



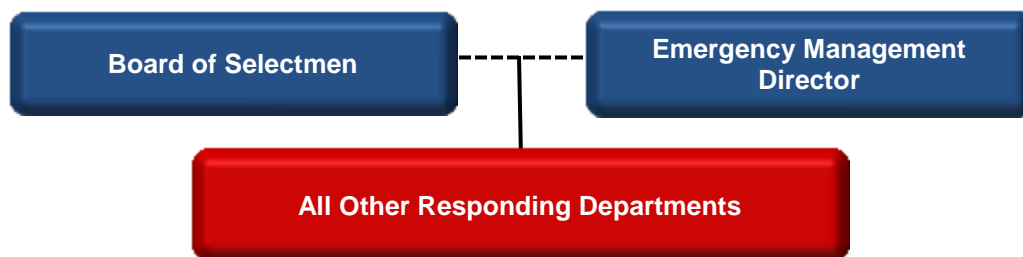
### Recovery

ESF #7 will support the emergency organization by providing logistical support for the resolution of all health and safety issues prior to full demobilization and assurance that all essential services and facilities are re-established and operational. Recovery operations may be initiated during response operations.

### Demobilization

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

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agencies

#### Emergency Management Director (EMD) & Board of Selectmen

- Maintain the Resource Inventory List in an up-to-date condition identifying and assessing available resources and facilities that are necessary to respond to an emergency.
- Assume overall coordination of resource allocation.
- Request assistance from neighboring communities and/or the State.
- Acquire such private resources as are needed and authorize the expenditure of funds necessary for acquisition.
- Place town personnel on standby or direct to staging areas with some facilities staffed for immediate response.
- Deploy staff in the event that an alternate EOC is established.
- Monitor and track staff movement and the status/disposition of all resource requests.

- Stage resources near the expected impact/emergency areas when possible.
- Provide initial reports based on resources that have been requested.
- Provide logistical support for staff movement.
- Provide communication resources in coordination with *ESF #2*.
- Provide transportation needs in coordination with *ESF #1, Transportation*.
- Provide food for resource staff in coordination with *ESF #11, Food & Water*.
- Provide fuel in coordination with *ESF #12, Energy*, for resource vehicles.
- Ensure security for staging areas and facilities in coordination with *ESF #13, Law Enforcement & Security*.
- Issue such orders and/or proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and/or the State.
- Coordinate requests for additional personnel and equipment.
- Coordinate the use of essential utility services.
- Procure equipment after disaster events.

### Support Agencies

#### All Other Responding Departments

- Provide the EMD with current and appropriate information on resource availability and shortfalls.
- Provide security for resources and staging areas as required in *ESF #13, Law Enforcement & Security* (Holderness Police Department).
- Provide traffic control for the movement of resources to and from staging areas. (Holderness Police Department and/or Holderness Fire Department/EMS).
- Maintain liaison with local contractors and equipment dealers. (Highway Department)
- Assist EMD in maintaining a list of construction equipment and personnel available locally. (Highway Department)
- Work with the Administrative Assistant, the Treasurer and the EMD to approve and disburse funds both during and after the emergency as needed. (Board of Selectmen)
- Provide personnel and equipment in the implementation of *ESF #7*.
- Assist in the implementation of *ESF #7, Resource Support*.

**Please refer to “General Responsibilities” in the Basic Plan for more information on individual department responsibilities.**

#### References

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

#### Resource List

*Please refer to Chapter 8, Resource Inventory.*

## ESF #8: HEALTH & MEDICAL SERVICES

### General Description and Agencies

**ESF #8** 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.

#### Co-Primary Agencies

Holderness Fire/EMS

Emergency Management Director (EMD)

Public Health Network of Central NH

#### Support Agencies

Holderness Police Department

Plymouth Fire/EMS

Health Officer

Deputy Emergency Management Director

Lakes Region Fire Mutual Aid

Highway Department

Speare Memorial Hospital

Plymouth Dispatch

Plymouth State University

### Introduction

#### Purpose

The purpose of *ESF #8*, Health & 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.

#### Scope

*ESF #8* includes those actions that support local, private and government efforts to save lives, care for the injured, to transport victims of a disaster to appropriate medical facilities and to protect and respond to public health needs in general.

*ESF #8* also covers local mass casualty events or local hazardous materials incidents.

## **Situation and Planning Assumptions**

### ***Situation***

The Holderness Fire Department/EMS maintains the rescue service for the Town of Holderness. The nearest hospital is Speare Memorial Hospital (10 miles), in Plymouth, which has its own Emergency Operations Plan and would activate its call back roster as needed. There are a number of physicians, physician's assistants and RNs that live nearby or in the community. The Town may refer to the State Division of Public Health for guidance in health matters in an emergency.

A major emergency affecting the community and the surrounding area could result in a high rate of casualties and fatalities. Temporary portable morgues may need to be established.

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.

The Public Health Network of Central NH is a collaborative of municipal and health and human service agencies in the region that encompasses 14 municipalities. Through the Public Health Network of Central NH, these municipalities have agreed to develop a regional plan to address public health emergencies, the Public Health Emergency Preparedness Response Plan.

During these events, the Multi-Agency Coordinating Entity (MACE) will ensure each agency within the region provides resource and status information, and will coordinate the efforts of the local EOCs within the region. The local EOCs will be responsible for supporting the MACE in coordination, communications, resource dispatching and tracking, information collection, analysis and dissemination. In a public health emergency the local EOC and the MACE will maintain communications with the State EOC. The MACE is located at the Regional EOC at the Ashland Fire Department. (See Chapter 8, Resource Inventory)

### ***Planning Assumptions***

A public health emergency can be caused by natural disasters, biological terrorism, chemical terrorism/accidents, radiological terrorism/accidents, or naturally occurring communicable disease outbreaks.

A Mass Casualty Incident (MCI) could occur anywhere in Holderness and could include hazardous materials or a large number of persons. As a tourist destination often frequented by tour busses, an MCI has potential to occur.

## Concept of Operations

### 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 in safeguarding health.

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

### Notification and Activation

Upon activation of *ESF #8*, the Emergency Management Director will establish his/herself as the liaison with local health departments, support agencies, Speare Memorial Hospital and other medical facilities as the emergency warrants. State and federal agencies will be notified as are appropriate to the situation. The Public Health Network of Central NH will be contacted to assist with *ESF #8, Health & Medical*.

### Emergency Response Actions

Upon activation and notification of *ESF #8*, the EMD will coordinate and provide all medical services related to the emergency.

All decisions regarding health and medical functions during a crisis will be made at the EOC in a decision-making process lead by the Fire Chief with the collaboration of the EMD and the Board of Selectmen if necessary.

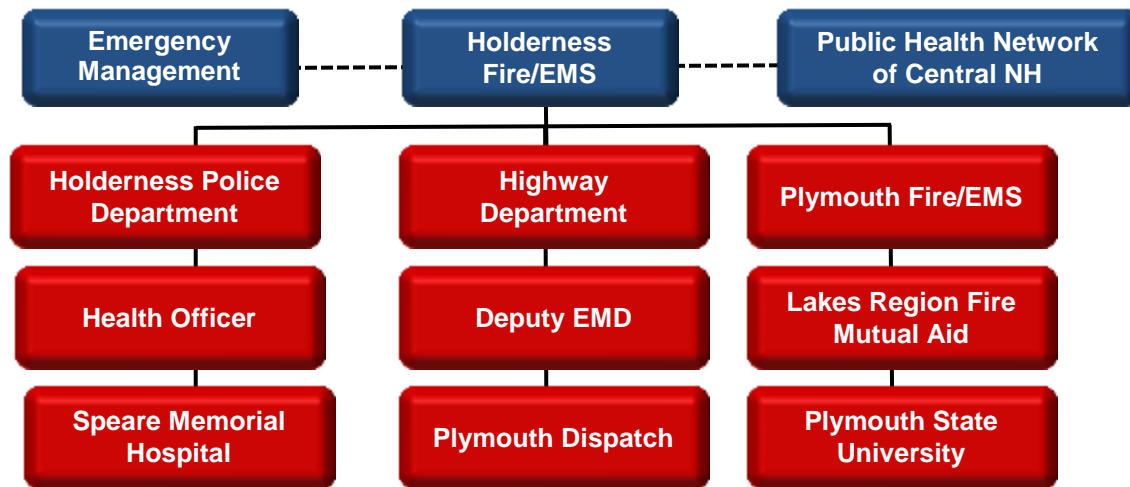
### Recovery Actions

Holderness Fire/EMS will ensure that proper medical treatments for casualties caused by a disaster situation have been provided and that procedures for the handling of fatalities have been completed.

### Demobilization

Upon declaration at the local EOC that the activities and services of *ESF #8* are no longer needed, the EMD will have all active *ESF #8* entities terminate their actions and activities via smooth turnover to appropriate pre-incident organizations and agencies.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agencies (Co-Primary with EMD & Public Health Network of Central NH)

#### Holderness Fire/EMS

- Assess level of victim injury and recommend the appropriate medical facility for patient care.
- Provide all emergency medical treatment functions.
- Coordinate emergency health and medical functions with the Health Officer.
- Coordinate medical assistance with area healthcare Hospitals, if necessary.
- Assess the medical capabilities on-hand and report these to the EMD.
- Perform such other emergency functions to the best of their ability as requested by the EMD/EOC.
- Provide situational reports containing the number, type and severity of casualties to the EMD.
- Perform all administrative and operational functions of EMS.
- Provide direction and control of EMS during a disaster situation operating from the Emergency Operations Center (EOC).
- Coordinate and maintain training and certification for response personnel.
- Establish procedures for evacuating medically-ill patients.

- Ensure the triage, treatment, and transport of disaster victims is in accordance with established protocols.
- Provide personnel and resources as needed and as available.
- Make requests for medical assistance, equipment, supplies and health manpower, as appropriate.
- Establish first aid stations, as necessary.
- Establish a temporary morgue.

**Emergency Management Director (EMD)**

- Coordinate public health emergencies and public immunization with the MACE.
- Request available physicians, nurses and volunteers with first aid training to report to the first aid station (s).
- Act as liaison with the state Health & Human Services department.
- Request activation of the Medical Reserve Corp and the Northern New England Medical Corp as needed.
- Assist the Health Officer in coordinating health functions, in wide-spread public health incident.
- Provide situation reports containing the number, type and severity of casualties to the State EOC.
- Make requests for medical assistance, equipment, supplies and health manpower, as appropriate through local EOC.
- Report any excess medical capacity which may be available.

**Public Health Network of Central NH**

- Coordinate the operation of any regional health incident.
- Establish points of dispensing for vaccines and medication.
- Manage resources and personnel.
- Maintain the regional public health plan.
- Assist with morgue facilities.
- Establish an Acute Care Facility if the hospital becomes overwhelmed.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Support Agencies****Holderness Police Department**

- Provide security and escorts, as required (e.g., Strategic National Stockpile (SNS), mass medication centers).
- Identify and ensure access routes and available security.
- Coordinate with the law enforcement agencies from non-impacted areas in the State for the provision of security and restricting access at health and medical facilities within the affected area.
- For local hazmat or mass casualty incidents, assist the EMD and Fire Department as needed.

**Plymouth Fire/EMS**

- Respond to any fire north of Seven Pines Road.
- Provide ambulance transport.
- Respond with hazmat equipment if needed.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Health Officer**

- Coordinate all health functions.
- Establish procedures for evacuating medically ill patients.
- Maintain direct contact with EMS/Fire Department.
- Act as liaison with the state Health & Human Services department.
- Coordinate implementation of public immunization.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Deputy Emergency Management Director**

- Assist the EMD as directed.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Lakes Region Mutual Fire Aid**

- Provide ambulance assistance in a Mass Casualty Incident.
- Dispatch Central NH Hazmat Team if necessary.
- Dispatch notifications as necessary.
- Provide communications and assistance to the Holderness Fire Department as needed.
- Coordinate regional mutual aid.
- Communicate with outside resources as requested.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Speare Memorial Hospital**

- Provide expert medical care as the primary hospital facility for Holderness.
- Coordinate with the Town of Holderness on Mass Casualty Incidents.
- Provide advice and participation in the Public Health Network of Central NH.
- Provide advice
- Coordinate with other hospitals as necessary to receive patients.
- Coordinate on-site triage if necessary.
- Provide medical support for the ACC and Health Officer as necessary.
- Assist in the implementation of *ESF #8, Health & Medical Services*.



**Plymouth Dispatch**

- Provide initial and ongoing communication to all responders.
- Provide initial alerts.
- Serve as the local Public Safety Answering Point.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire, Police, and EMS.
- Provide notification of emergency to emergency responders.
- Coordinate the emergency communications system.
- Provide backup communications for the Town.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Plymouth State University**

- Serve as a host facility for regional pods or acute care sites.
- Serve as a host facility for mass inoculations.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**Highway Department**

- Assist with the staging facility for triage.
- Assist Emergency Medical Services by making sure the roads are clear for them to perform their duties
- Assist Police Department with traffic control.
- Assist in the implementation of *ESF #8, Health & Medical Services*.

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #9: SEARCH & RESCUE**

### **General Description and Agencies**

**ESF #9** 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.

#### **Primary Agency**

**Holderness Police Department**

**Holderness Fire/EMS**

#### **Support Agencies**

**Highway Department**

**Plymouth Fire/EMS**

**Lakes Region Fire Mutual Aid**

**Plymouth Dispatch**

### **Introduction**

#### **Purpose**

To provide assistance in all activities associated with search and rescue operations and to coordinate the integration of personnel and equipment resources.

#### **Scope**

Includes those actions that support local and state government efforts to save lives, protect public health and safety, and protect property.

### **Situation and Planning Assumptions**

#### **Situation**

Holderness is a community with an abundance of forested, steep and wet terrain. Lost, confused, disoriented and injured people could find themselves in unfamiliar and unstable locations throughout the forested areas of the Town as a result of a many factors including a large scale separate emergency within the community.

The topography (much over 1,000 feet above sea level), the climate of Holderness (which ranges from hot and humid summer conditions to winter blizzard conditions), the abundance of hiking trails, a town-wide hazardous event and the influx of seasonal tourists who are unfamiliar with the area can all create situations in which persons may become lost, disoriented and/or injured.

### **Planning Assumptions**

An emergency or disaster can occur in the Holderness at any time and in any place, although search and rescue would generally be initiated as a result of conditions within the forested areas unless directly related to a large-scale or hazardous event. Significant degrees of human suffering could result from being lost; injuries could be either the cause or the result of being lost or disoriented.

It assumed that any persons lost and in need of rescue would likely be impacted by weather conditions and could be difficult to reach because of the terrain and road system in Holderness.

## **Concept of Operations**

### **General**

*ESF #9, Search & 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.

### **Notification and Activation**

The initial notification will normally be made by Plymouth Dispatch and the Fire and Police Departments, working as Co-Primary Agencies will request the EMD to activate this ESF. Notification and activation of designated personnel and resources will be the responsibility of the responding agencies.

### **Emergency Response Actions**

*ESF #9* and Standard Operating Procedures and Guidelines (SOP/SOG) for the Police and Fire Departments will be initiated to begin and to proceed with search and rescue. The necessary resources will be notified or staged as needed for the scope of the search, depending on the location and conditions on the ground. The Police and/or Fire Department will assign an *ESF #9* representative to report to the local EOC as soon as possible after notification of *ESF #9* activation to ensure that communication links are established with local or field command and control elements, and other primary and support agencies.

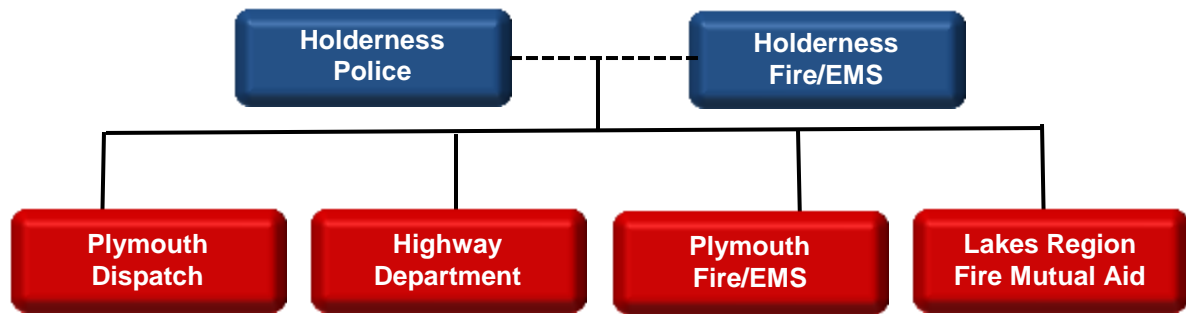
### **Recovery**

The Co-Primary Agencies will determine the coordination capabilities between local, state and federal officials to initiate recovery efforts and when it is determined that the search and rescue operation is complete or the emergency conditions have stabilized or are improving, the Co-Primary Agencies shall begin recovery actions. The Police and Fire Departments will ensure that all health and safety issues are resolved and all that individuals are located, rescued and provided with proper medical attention prior to full demobilization.

### **Demobilization**

Upon declaration at the local EOC that the activities and services of *ESF #9* are no longer needed, the EMD will have all active *ESF #9* entities terminate their actions and activities via smooth turnover back to appropriate pre-incident status.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agency (with Holderness Fire/EMS Department)

#### Holderness Police Department

- Coordinate with Fire Department to conduct search and rescue operations.
- Provide for after-hours dispatching, issue warnings information to other primary agencies, and provide aerial search and rescue support as needed.
- Determine and mobilize resources, personnel and equipment that will be needed for Search & Rescue.
- Determine transportation and traffic control requirements.
- Advise NH Fish & Game of any search and rescue event.
- Provide investigative services in missing person's cases.
- Coordinate the provision of resources to local and state search and rescue operations.
- Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to *ESF #5, Information & Planning*, personnel for dissemination.
- Conduct search and rescue operations in the woodlands and inland waters.
- Coordinate with the Fire Department to provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting.
- Maintain complete logs of actions taken, resource requirements, and other activities
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the situation report.
  - Number of victim rescues attempted and completed
  - Status of rescue operations

- Unmet needs
- Allocated and requested search and rescue resources
- Staffing and resource shortfalls
- Determine the need to call upon other communities and the State to assist in search and rescue activities.
- Coordinate with *ESF #8, Health and Medical*, to ensure the proper health and safety of local officials. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food & water.

**Co-Primary Agency (with Holderness Police Department)**

**Holderness Fire/EMS**

- Coordinate with Police Department to conduct search and rescue operations.
- Provide for after-hours dispatching, issue warnings information to other primary agencies, and provide aerial search and rescue support as needed.
- Provide investigative services in missing person's cases.
- Provide medical assistance in search missions.
- Provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting.
- Advise NH Fish & Game of any search and rescue event.
- Coordinate with the Police Department to 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.
- Determine and mobilize resources, personnel and equipment that will be needed for Search & Rescue.
- Determine transportation and traffic control requirements.
- Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to *ESF #5, Information & Planning*, personnel for dissemination.
- Conduct search and rescue operations in the woodlands and inland waters.
- Maintain complete logs of actions taken, resource requirements, and other activities.
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the situation report.
  - Number of victim rescues attempted and completed
  - Status of rescue operations
  - Unmet needs
  - Allocated and requested search and rescue resources
  - Staffing and resource shortfalls
- Coordinate with *ESF #13, Law Enforcement & Security*, for after-hours dispatching and security issues around the search site.
- Determine the need to call upon other communities and the State to assist in search and rescue activities.

- Coordinate with *ESF #8, Health and Medical*, to ensure the proper health and safety of local officials. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food & water.

### **Support Agencies**

#### **Highway Department**

- Support *ESF #9* by providing personnel, equipment and other resources to assist in search and rescue dependent upon location and ground conditions of the search.
- Assist with traffic control and security of search area as needed.
- Report directly to the Co-Primary Agencies for *ESF #9*.
- Assist with the implementation of *ESF #9, Search & Rescue*.

#### **Plymouth Fire/EMS**

- Support *ESF #9* by providing medical assistance as needed and in coordination with *ESF #8, Health & Medical Services*.
- Assess the medical capabilities on-hand and report these to the EMD.
- Assess level of victim injury and recommend the appropriate medical facility for patient care with the assistance of Spaulding Memorial Hospital.
- Coordinate the provision of emergency medical services, as needed.
- Ensure the triage, treatment, and transport of victims is in accordance with established protocols.
- Provide personnel and resources as needed and as available.
- Make requests for medical assistance, equipment, supplies and manpower, as appropriate.
- Establish first aid stations, as necessary.
- Coordinate medical assistance with area healthcare facilities, if necessary.
- Request available physicians, nurses and volunteers with first aid training to report to the first aid station (s).
- Establish a temporary morgue.
- Report directly to the Co-Primary Agencies for *ESF #9*.
- Support *ESF #9* by providing assistance as needed.
- Coordinate public notification and announcements.
- Assist with the implementation of *ESF #9, Search & Rescue*.

#### **Lakes Region Mutual Fire Aid**

- Provide ambulance assistance in a Mass Casualty Incident.
- Dispatch notifications as necessary.
- Provide communications and assistance to the Holderness Fire Department as needed.
- Coordinate regional mutual aid.
- Communicate with outside resources as requested.
- Assist in the implementation of *ESF #9, Search & Rescue*.

**Plymouth Dispatch**

- Provide initial and ongoing communication to all responders.
- Provide initial alerts.
- Serve as the local Public Safety Answering Point.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire, Police and EMS.
- Provide notification of emergency to emergency responders.
- Coordinate the emergency communications system.
- Provide backup communications for the Town.
- Assist with the implementation of *ESF #9, Search & Rescue*

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*



## ***ESF #10: HAZARDOUS MATERIALS***

### **General Description and Agencies**

**ESF #10** provides response, inspection, containment and cleanup of hazardous materials accidents or releases.

#### ***Primary Agency***

**Holderness Fire/EMS**

#### ***Support Agencies***

**Emergency Management Director (EMD)**

**Holderness Police Department**

**Plymouth Fire/EMS**

**Health Officer**

**Highway Department**

**Deputy Emergency Management Director**

**Lakes Region Fire Mutual Aid**

**Plymouth Dispatch**

### **Introduction**

#### ***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.

#### ***Scope***

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

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

## Situation and Planning Assumptions

### *Situation*

The Town of Holderness may at some time experience a hazardous materials situation that would require emergency response, assessment, containment, cleanup and post-incident inspection. A hazardous material incident could result from a number of factors including, but not limited to, a terrorist attack, a chemical spill at a local manufacturing facility or a hazardous material spills resulting from a vehicular transport accident.

### *Planning Assumptions*

The Town assumes that the initial responsibility for the assessment and emergence response to a hazardous materials incident. The Town further assumes that life, property and the water supply could be threatened by a hazardous materials incident depending on the location of the hazard.

## Concept of Operations

### *General*

Hazard materials (HAZMAT) incidents require specific guidelines and procedures to not only insure the safety of the public but also to insure the safety of emergency responders who are responsible for the cleanup. Standard HAZMAT Operating Procedures and Best Practices form the basis for response to a hazardous materials incident.

### *Notification and Activation*

Upon notification of an incident, Holderness Fire/EMS will be requested to activate and coordinate *ESF #10* activities from the EOC. Holderness Fire/EMS will implement existing operating procedures, mutual aid agreements, vendor contracts, and notifications as outlined within existing protocols. Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

### *Emergency Response Actions*

Activities of *ESF #10* will commence upon report of a hazardous material incident. A Holderness Fire/EMS designee will locate at the local EOC as soon as possible after notification. The Holderness Fire/EMS 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.

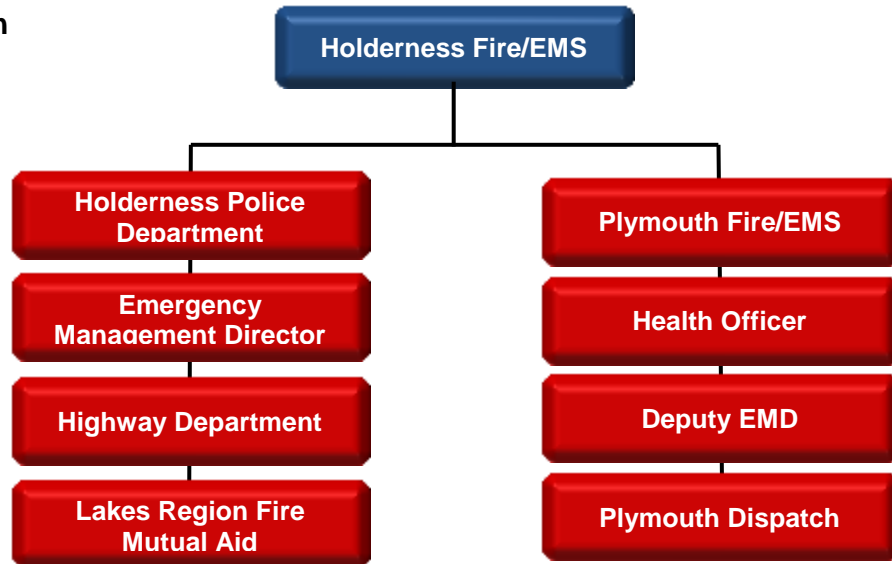
### *Recovery Actions*

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

### Demobilization

Partial demobilization would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full demobilization would occur at the termination of the operations requirements.

### Organization



### Roles and Responsibilities

#### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

#### Primary Agency

##### Holderness Fire/EMS

- Manage Hazardous Material Incident.
- Establish a safe zone.
- Contact the Grafton County Hazmat Team.
- Coordinate with *ESF #1, Transportation* and *ESF #3, Public Works & Engineering*, during HazMat scenarios involving transportation incidents and for resources involving transportation, highway conditions, and weather conditions involving highways.
- Ensure the use of Incident Command System (ICS) during all HazMat incidents in town.
- Coordinate with *ESF #7, Resource Support*, in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations.

- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP).
  - Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
  - Status of evacuation or Shelter-in-Place orders and personal protective actions.
  - Staffing and resource capabilities and shortfalls.
  - Unmet needs (staff, equipment, etc.).
  - Allocation of HazMat resources.
  - Status of operation facilities (i.e. staging areas, fixed/mobile command posts).
  - Plume modeling information
- Coordinate with *ESF #8, Health & Medical Services* to ensure the safety of the general public and response personnel.
- Assist in the assessment and treatment of any individuals whose health may be affected by hazardous materials.
- Be prepared to triage and transport for affected individuals as needed.

### **Support Agencies**

#### **Emergency Management Director (EMD)**

- Support *ESF #10* by providing assistance as needed.
- Provide direction and control at the Emergency Operations Center.

#### **Holderness Police Department**

- Coordinate the provision of site security and access control during hazardous material operations.
- Assist with assessment, sampling and monitoring of teams, as needed.
- Assist with the implementation of *ESF #10*.

#### **Health Officer**

- 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 per *ESF # 14*.
- Ensure sanitation measures, and the safety of the public's food and water.
- Assist with assessment, sampling and monitoring teams, as needed.
- Assist with the implementation of *ESF #10*.

#### **Highway Department**

- Support *ESF #10* by providing assistance as needed.
- Assist in the provision of containment resources as needed.

**Deputy Emergency Management Director**

- Support *ESF #10* by providing assistance as needed.

**Lakes Region Mutual Fire Aid**

- Provide ambulance assistance in a Mass Casualty Incident.
- Dispatch notifications as necessary.
- Provide communications and assistance to the Holderness Fire Department as needed.
- Coordinate regional mutual aid.
- Communicate with outside resources as requested.
- Assist in the implementation of *ESF #10, Hazardous Materials*.

**Plymouth Dispatch**

- Provide initial and ongoing communication to all responders.
- Provide initial alerts.
- Serve as the local Public Safety Answering Point.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire, Police, and EMS.
- Provide notification of emergency to emergency responders.
- Coordinate the emergency communications system.
- Provide backup communications for the Town.
- Assist with the implementation of *ESF #10, Hazardous Materials*.

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #11: FOOD & WATER**

### **General Description:**

**ESF #11** identifies, secures, prepares, and/or arranges for transportation of safe food and water supplies for mass feeding to affected areas following a disaster.

#### **Primary Agency**

**Emergency Management Director (EMD)**

#### **Support Agencies**

**Board of Selectmen**

**Highway Department**

**Holderness Central School Liaison**

**American Red Cross**

**The Holderness Prep School**

**Plymouth State University**

**Health Officer**

### **Introduction**

#### **Purpose**

The purpose of *ESF #11, Food & Water*, is to identify, secure or prepare for distribution, and arrange for transportation of safe food to affected areas in response to a disaster.

#### **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 assisting in authorization of emergency food voucher assistance.

### **Situation and Planning Assumptions**

#### **Situation**

A major emergency requiring sheltering of citizens combined with a large number of emergency responders could quickly diminish the Town's abilities to provide potable water and food. No major grocery stores are located in the community although a small grocery store is located in nearby in Ashland (5 miles). The potential always exists for severe winter weather to further hamper the Town's ability to access food and water. In addition, contamination of the water supply and the large aquifer in the region could further complicate efforts to secure potable water.

### **Planning Assumptions**

The Town of Holderness assumes that there are many emergency situations that may directly produce severe consequences and could potentially impact the accessibility to adequate water and food for sheltered individuals, emergency responders and victims who are in need of medical attention. The Town further assumes that its ability to produce and deliver adequate water and food could be greatly hampered and outside assistance may be required.

## **Concept of Operations**

### **General**

This ESF will coordinate food and potable water supplies to designated sites and coordinate such activities through *ESF #6, Mass Care & Shelter*, with the American Red Cross (ARC) or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food stamps.

All requests for food, including types, amounts, and destination locations, will be processed through the EMD. Food distribution will be coordinated to mirror the existing food distribution system, including currently registered and licensed facilities and ARC shelters.

### **Notification and Activation**

Upon notification of an emergency or impending incident, the EMD would request activation of *ESF #11*. 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.

### **Emergency Response Actions**

Activities of *ESF #11* will commence once impacted areas exceed feeding capabilities and have requested assistance. The EMD will locate at the EOC as soon as possible after notifications have been made. The EMD 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.

### **Recovery Actions**

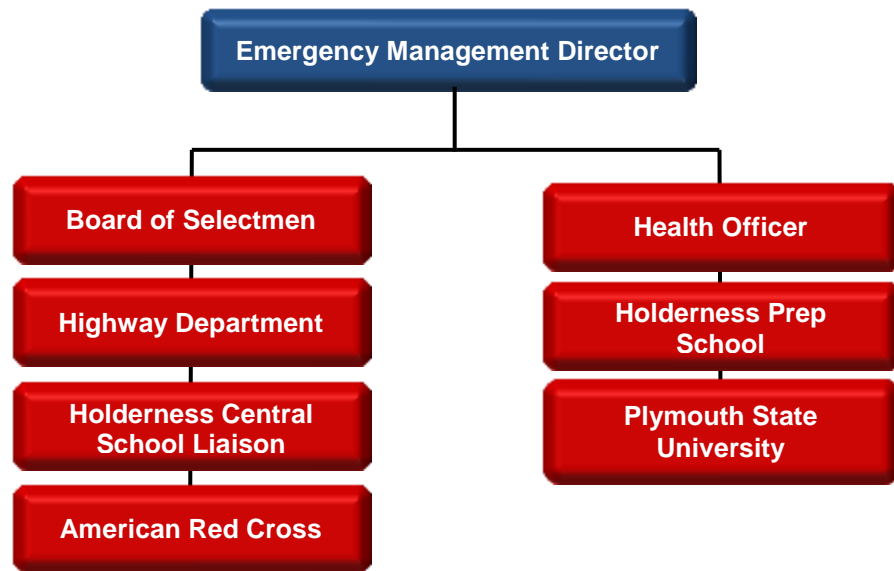
Initiation of recovery operations will occur when feasibly possible and will follow normal field operation protocols.

### **Demobilization**

Partial demobilization would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full demobilization would occur at the termination of the operations requirements.



## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Primary Agency

#### Emergency Management Director (EMD)

- Coordinate provision and distribution of food and potable water and the provision of transportation to distribute food stocks.
- Determine and resolve issues regarding resource shortages and bottlenecks.
- Coordinate feeding operations with the American Red Cross if available.
- Make available any and all on-hand food supplies.
- Coordinate with Health Officer to assess damage to food and potable water supplies, as necessary.
- Coordinate with *ESF #6, Mass Care & Shelter* and *ESF #15, Volunteers & Donations*, to determine the food needs of the affected population(s).
- Develop a course of action that will ensure timely distribution of food.
- Coordinate food and potable water supplied to designated sites and coordinate such activities through *ESF #6, Mass Care & Shelter* with the ARC or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food vouchers.

- Maintain records of the cost of supplies, resources, and employee hours needed to respond to the disaster.
- Develop and maintain a MOU with the Holderness Central School to determine roles and responsibilities.
- Maintain complete log of activities taken, resources ordered, records and reports.
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP).
  - Number of people and meals served.
  - Number of food vouchers distributed to disaster victims.
  - Status of feeding operations.
  - Unmet needs (staff, equipment, etc.).
  - Staffing and resource capabilities and shortfalls.
  - Dietary needs.
  - Source of food.

### **Support Agencies**

#### **Board of Selectmen**

- Coordinate with the Town Treasurer on disbursement of funds in the implementation of *ESF #11, Food & Water*.
- Assist with the implementation of *ESF #11, Food & Water*.

#### **Highway Department**

- Assist in transportation of food & water to designated shelters.
- Assist with the implementation of *ESF #11, Food & Water*.

#### **Holderness Central School Liaison**

- Assist the Health Officer on the occupying of and emerging from shelters based on monitored data from local, state, and federal sources.
- Assist the EMD per MOU and pre-arranged responsibilities.
- Assist in the identification of shelter managers and monitors and distribute shelter management and monitoring guidance material as needed.
- Assist the Health Officer of the facilities providing the best protection.
- Assist with the implementation of *ESF #11, Food & Water*.

#### **American Red Cross**

- Supply food and water to the community as available and needed.
- Assist with the implementation of *ESF #11, Food & Water*.

**Health Officer**

- Determine the availability of US Department of Agriculture (USDA) foods that are safe for human consumption.
- Witness the destruction of contaminated and embargoed foods.
- Inspect food for safety to include preparation, transportation and storage.
- Assure all personnel involved in the preparation and distribution of food adhere to appropriate food safety regulations.
- Provide disease surveillance, as needed.
- Provide public notification of food recall and tampering per *ESF #14*.
- In coordination with the State, inspect food for safety to include preparation, transportation and storage.
- Assist with the food requirements of special needs populations.

**The Holderness Prep School Liaison**

- Assist the Health Officer on the occupying of and emerging from shelters based on monitored data from local, state, and federal sources.
- Assist the EMD per MOU and pre-arranged responsibilities.
- Assist in the identification of shelter managers and monitors and distribute shelter management and monitoring guidance material as needed.
- Assist the Health Officer of the facilities providing the best protection.
- Assist with the implementation of *ESF #11, Food & Water*.

**Plymouth State University**

- Assist the Health Officer on the occupying of and emerging from shelters based on monitored data from local, state, and federal sources.
- Assist the EMD per MOU and pre-arranged responsibilities.
- Assist in the identification of shelter managers and monitors and distribute shelter management and monitoring guidance material as needed.
- Assist the Health Officer of the facilities providing the best protection.
- Assist with the implementation of *ESF #11, Food & Water*.

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #12: ENERGY**

### **General Description and Agencies**

**ESF #12** 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.

#### **Primary Agency**

**Deputy Emergency Management Director**

#### **Support Agency**

**Holderness Fire/EMS**

**Holderness Police Department**

**Board of Selectmen**

**Highway Department**

### **Introduction**

#### **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.

#### **Scope**

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

### **Situation and Planning Assumptions**

#### **Situation**

A coordinated response of efforts to restore energy services in an emergency or disaster area is necessary to insure the safety and health of the general public. The restoration and continuation of energy services is also critically important for the effectiveness of the emergency response itself.

#### **Planning Assumptions**

The Town of Holderness assumes that a significant hazard or disaster may occur at any time and depending on the incident, could result in extended power failure and a decrease in the availability of fuel and other energy sources. The Town also assumes that a collaborative effort by all Agencies and, if needed, help from outside sources such as private companies, other

communities and the State can help emergency responders, the general public and their properties remain safe at the time of a disaster.

## **Concept of Operations**

### **General**

*ESF #12*, 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.

### **Notification and Activation**

Upon determination by the EMD of an impending or actual incident posing a significant threat to the Town of Holderness, the EMD will request agency representatives to activate *ESF #12* from the EOC.

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

### **Emergency Response Actions**

When activating *ESF #12*, the EMD will receive and assess requests for energy assistance in affected areas and coordinate with *ESF #5, Information & Planning*, to determine the energy needs for the response effort.

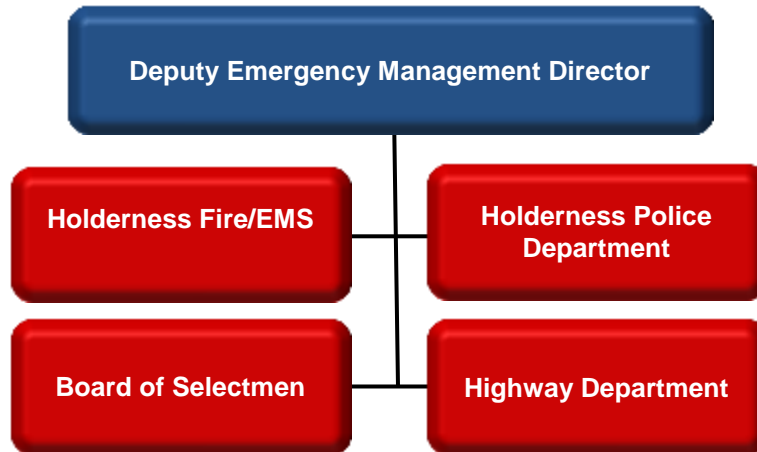
### **Recovery Actions**

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

### **Demobilization**

Demobilization of this ESF will occur when all major energy related issues are resolved. Minor energy related issues may be relinquished to other operational ESFs to complete demobilization.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Primary Agency

#### Deputy Emergency Management Director

- Identify critical public facilities requiring uninterrupted power or priority restoration during emergencies or disasters.
- Prioritize resource request and allocations, as needed.
- Determine the possible energy needs for emergency responders.
- Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property, and to carry out other emergency response functions.
- Assess fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration.
- Collect and provide the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP).
  - Status of energy systems
  - Status of Critical Facilities
  - Number of residents without energy
  - Unmet needs (staff, equipment, etc.)
  - Staffing and resource capabilities and shortfalls.
- Coordinate with *ESF #8*, for the health and safety of response personnel.

### **Support Agencies**

#### **Holderness Fire Department/EMS**

- 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.
- Assist in the implementation of *ESF #12, Energy*.

#### **Holderness Police Department**

- Provide traffic control at utility restoration locations.
- Provide security for areas without power, as staff availability allows.
- Provide back-up communications.
- Assist in the implementation of *ESF #12, Energy*.

#### **Board of Selectmen**

- Provide public information announcements per *ESF #14*.
- Authorize expenditures needed to procure resources.
- Assist in the implementation of *ESF #12, Energy*.

#### **Highway Department**

- Provide assistance to energy suppliers in obtaining equipment, specialized personnel and transportation to repair or restore energy systems.
- Assist with debris removal.
- Maintain roads to allow utilities to get to affected areas.
- Assist in the implementation of *ESF #12, Energy*.

### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*



## **ESF #13: LAW ENFORCEMENT & SECURITY**

### **General Description and Agencies**

**ESF #13** 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.

#### **Primary Agency**

**Holderness Police Department**

#### **Support Agencies**

**Holderness Fire/EMS**

**Highway Department**

**Plymouth Dispatch**

**Plymouth State University (as an augment to the Holderness Police Department)**

### **Introduction**

#### **Purpose**

The purpose of *ESF #13* is to provide law enforcement and security through a coordinated emergency response effort.

#### **Scope**

The scope of *ESF #13* shall include police actions to minimize the adverse impact upon a disaster area; and in cooperation with local authorities, to assure the continuity of law enforcement. The aid from Law Enforcement may include manpower, equipment and/or technical expertise.

### **Situation and Planning Assumptions**

#### **Situation**

The Police Department consists of a full-time Chief and five full-time officers. The Police Chief serves as the operational and administrative head of the department. The Police Department 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. The Holderness Police Department may give mutual aid assistance to neighboring communities or receive assistance from those communities, the Grafton County Sheriff's Department and/or New Hampshire State Police. The Police Station has emergency back-up power.

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

### ***Planning Assumptions***

The Town of Holderness, in conjunction with the State, has primary responsibility for the protection of life and property by enforcing laws, orders and regulations. The Town assumes that law enforcement and security capabilities could be overwhelmed should a very significant emergency occur. Based on this assumption, the Town may need to request assistance from other communities and/or agencies to enforce laws, to regulate the movement of persons from threatened or hazardous areas, to provide security, to control traffic and to acquire control of the emergency situation.

## **Concept of Operations**

### ***General***

Law enforcement and security will be initiated at the lowest operational level by the Holderness Police Department. Plymouth State University may be called upon to augment the Holderness police force; the Plymouth State University has its own police force that is also certified as Holderness part-time officers.

### ***Notification and Activation***

Under normal conditions, the Police Department will function under regular standard operating procedures. The police officer working a shift at the time of an impending emergency will likely be the officer notified of an emergency through Plymouth Dispatch. He/she will then contact the dispatcher requesting that off-duty personnel be notified, starting with the top of the command and working down through the list.

All responding police personnel will be advised to report to the police station and await assignment, unless instructed otherwise. The on-duty officer will continue to perform duties that he/she feels necessary until instruction is received from a ranking officer.

### ***Emergency Response Actions***

Once *ESF #13* has been activated, the immediate emergency response actions include but are not limited to establishing necessary communications with field personnel, assessing the overall law enforcement needs and response capabilities and notifying the Support Agencies and the EMD.

### ***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.

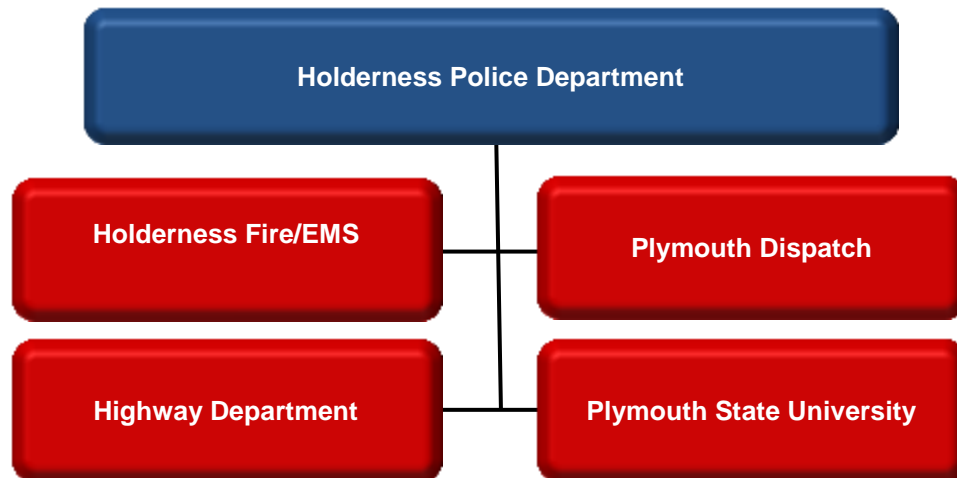
In the post-disaster recovery period, the Police Department will perform the following functions:

- Provide security for disaster-affected areas to prevent vandalism and looting.
- Coordinate outside law enforcement assistance.
- Assist in clean-up operations.
- Perform such other functions as requested by the EMD to alleviate suffering and return the citizens of Holderness as near to normal conditions as possible.

### Demobilization

Partial demobilization would occur based upon the extent of the current response and recovery actions, at the discretion of the EMD and as recommended by *ESF #13*. Demobilization of this ESF would occur when law enforcement and security needs return to being fully met by the affected primary jurisdictions and when activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction with concurrence of *ESF #13*.

### Organization



### Roles and Responsibilities

#### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

#### Primary Agency

##### Holderness Police Department

- Notify the Board of Selectmen and the EMD of the state of readiness and request outside assistance and additional personnel, if necessary

- Begin calling up off-duty police personnel and disburse personnel and equipment to strategic locations to augment law enforcement capabilities.
- Manage and coordinate the community's law enforcement requirements in support of the incident/emergency.
- Develop a Traffic Control Plan as necessary for each incident and establish manned-traffic control points with the Fire and Highway Departments.
- Report to the EOC when directed by the EMD and coordinate law enforcement resource requests directly or through the EOC.
- Coordinate provision of manpower, equipment, and/or technical expertise in cooperation with the County Sheriff's Department, the State Police and Special Operations Unit and Mutual Aid Departments to assure the continuity of law enforcement.
- Coordinate resources and provide support to State and Federal agencies in response to terrorist incidents/attacks, as needed.
- Provide security measures and crowd control in the affected areas as personnel become available, including but not limited to:
  - The immediate area of the incident.
  - Pre-identified sensitive/target sites.
  - Critical infrastructure and facilities and key resources.
  - The Emergency Operations Center (EOC)
  - Damaged and/or evacuated areas.
  - Shelter locations
- Ensure that an Incident Action Plan is developed as appropriate and that it is coordinated with *ESF #5, Information & Planning*, for inclusion into the Situation Report (SITREP).
- Inspect and maintain all equipment, vehicles and radios.
- Maintain this ESF in up-to-date condition.
- Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles.

### **Support Agencies**

#### **Holderness Fire/EMS**

- Provide operational support and resources, where appropriate, in support of the management of *ESF #13, Law Enforcement & Security*.
- Assist the Police Department with the establishment and manning of traffic control points.

#### **Highway Department**

- Assist in the provision of transportation resources to support area evacuations, as needed.
- Provide operational support and resources, where appropriate, in support of the management of *ESF #13, Law Enforcement & Security*.
- Provide road signage and barricades.
- Assist the Police Department with the establishment and manning of traffic control points.
- Provide the necessary equipment and manpower to keep roadways free of debris and/or dangerous materials.

### Plymouth Dispatch

- Provide initial and ongoing communication to all responders.
- Provide initial alerts and notification of emergency to emergency responders.
- Serve as the local Public Safety Answering Point.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire, Police, and EMS.
- Coordinate the emergency communications system.
- Provide backup communications for the Town.
- Assist with the implementation of *ESF #13, Law Enforcement & Security*.

### Plymouth State University

- Provide additional law enforcement officers to the town of Holderness if requested and available.
- Assist with the implementation of *ESF #13, Law Enforcement & Security*.

### References

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### Resource List

*Please refer to Chapter 8, Resource Inventory.*

### Equipment Inventory List – ESF #13, Law Enforcement & Security

Resource (Equipment)	Model	Capacity	Location	Fuel	Owner
2010 Ford	Crown Victoria - Unit #3	-	Public Safety Building	Unleaded	Town of Holderness
2005 Ford	Crown Victoria - Detail Car	-	Public Safety Building	Unleaded	Town of Holderness
2007 Ford	Crown Victoria - Unit #1	-	Public Safety Building	Unleaded	Town of Holderness
2003 Ford	Expedition- Unit #2	-	Public Safety Building	Unleaded	Town of Holderness
2013 Ford	Taurus Unit #4	-	Public Safety Building	Unleaded	Town of Holderness
2011 Message Board/Radar Trailer		-	Public Safety Building	Solar	Town of Holderness

PAGE INTENTIONALLY  
LEFT BLANK

## **ESF #14: PUBLIC INFORMATION**

### **General Description and Agencies**

**ESF #14** 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.

#### **Co-Primary Agencies**

**Emergency Management Director (EMD)**

**Board of Selectmen**

#### **Support Agencies**

**Holderness Fire/EMS**

**Holderness Police Department**

**Deputy Emergency Management Director**

### **Introduction**

#### **Purpose**

The purpose of *ESF #14* is to establish uniform policies for the effective development, coordination, and dissemination of information to the public in the event of a disaster. This 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.

#### **Scope**

Emergency public information actions before, during, and following any emergency will be determined by the severity of the emergency as it is 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.

### **Situation and Planning Assumptions**

#### **Situation**

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

Accurate and expedited dissemination of information is critical, particularly when a terrorist incident has occurred. In the event of a terrorist attack, the public and the media must be provided with accurate and timely information on emergency operations. Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the

public. Initial interaction with the media is likely to be implemented by an information officer, as directed by the Incident Commander (IC) in the field.

A terrorist attack would quickly result in federal agencies, particularly the Federal Bureau of Investigation (FBI), which will join into a Unified Command of the incident. A Joint Information Center (JIC) composed of representatives from federal, state, and local authorities for the purpose of managing the dissemination of information to the public, media, and businesses potentially affected by the incident will be established. An act of terrorism may cause widespread panic, and ongoing communication of accurate and up-to-date information will help calm fears and limit collateral effects of the attack.

### **Planning Assumptions**

The citizens of Holderness 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.

## **Concept of Operations**

### **General**

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

### **Information and Support Structure**

#### **Local Information Support Structure:**

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

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

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

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

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



**Federal Information Support Structure:**

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

**Notification and Activation**

In response to an event that would require the activation of the local EOC, the EMD would initiate notification. During off-duty hours, to include weekends and holidays, the notification would normally be initiated by the Holderness Police Department.

*ESF #14* may be activated at the request of an appropriate agency when an emergency condition exists and requires the support of *ESF #14*. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

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

- Grafton County Code Red
- Television
  - WMUR-TV, Channel 9 (Manchester)
  - Channel 3, Public Information Channel (Plymouth)
- Radio
  - LNH, 98.3 FM
  - NPR 103.9 (Plymouth)
  - WHOM 94.9 FM (Mt. Washington, NH)
- Newspapers
  - Record Enterprise (Plymouth)
  - Laconia Citizen (Laconia)
- Rumor Control/Citizen Information Center
- Ham Radio Operators
- School Alert System
- The Community Website & the Internet

Most families have access to local area electronic and print media. The exception is households that have satellite dishes rather than local cable.

In addition to these resources, back-up means can also be utilized including vehicle-mounted public address systems, and door-to-door notifications.

### 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.

### *Emergency Response Actions*

Upon activation, the Primary Agencies will implement existing operating procedures and support agency notifications as outlined in existing protocols.

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

Because of the possible impact on Holderness, local officials also need to be informed of events happening outside the community.

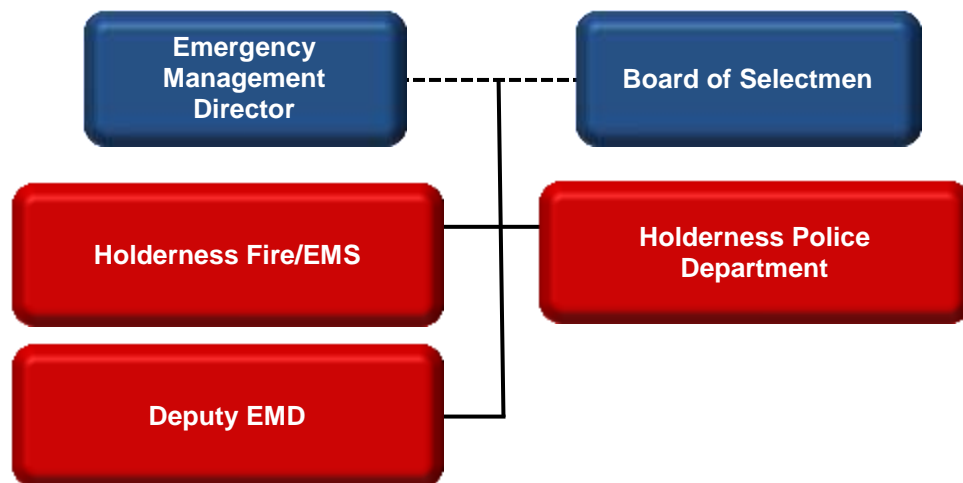
### *Recovery*

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

### *Demobilization*

Demobilization would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD.

## Organization



## Roles and Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### Co-Primary Agencies

#### Emergency Management Director (EMD)

- Gather and analyze all public information and instructions.
- Provide subject matter experts for media interviews and press conferences, as requested and appropriate.
- Provide information to the Public Information Officer (PIO) for news releases.
- Arrange regular media briefings.
- Provide departmental public information and public education support, as requested, to the Local and/or State EOC Public Information Officer during an emergency or disaster.
- Establish a rumor control system.
- Establish an emergency media center, if necessary.

#### Board of Selectmen

- Be available to assist the EMD with the dissemination of information to the public. Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP):
  - Media releases issued.
  - Schedule of press conferences and releases.
  - Unmet needs.
  - Major *ESF #14* issues/activities.
  - Staffing and resource shortfalls

### Support Agencies

#### Holderness Fire/EMS

- Provide subject matter information and experts for media interviews and press conferences, as requested and appropriate in coordination with the Primary Agencies.
- Provide departmental public information and public education support, as requested, to the EMD during an emergency or disaster.
- Assist with the implementation of *ESF #14, Public Information*.

**Holderness Police Department**

- Provide subject matter information and experts for media interviews and press conferences, as requested and appropriate, in coordination with the Town Administrator.
- Provide departmental public information and public education support, as requested, to the EMD during an emergency or disaster.
- Assist with the implementation of *ESF #14, Public Information*.

**Deputy Emergency Management Director**

- Assist with the implementation of *ESF #14, Public Information*.

**References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

**Resource List**

*Please refer to Chapter 8, Resource Inventory.*

## ***ESF #15: VOLUNTEERS & DONATIONS***

### **General Description and Agencies**

**ESF #15** facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

#### ***Primary Agency***

**Board of Selectmen**

#### ***Support Agencies***

**Holderness Central School Liaison**

**American Red Cross**

**Health Officer**

### **Introduction**

#### ***Purpose***

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

#### ***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 coordination of volunteer and donation efforts.

### **Situation and Planning Assumptions**

#### ***Situation***

A situation that would activate *ESF #15* would be one in which many persons have either been displaced or their source of food, clothing and water were greatly diminished as a result of a hazardous event or emergency incident. In this case, appropriate volunteers and donations would be accepted by the Town on behalf of its disadvantaged citizens.

#### ***Planning Assumptions***

This plan assumes that clothing, food, water, blankets and other basic necessities could be diminished as could be the resources available to obtain more. It is assumed that volunteer organizations and/or individuals would assist in meeting the needs of the public.

## Concept of Operations

### General

*ESF #15* will manage and coordinate the provision of donated resources to meet 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.

### Notification and Activation

Upon determination of an impending or actual incident requiring the use of volunteers or donations, the EMD will request agency representatives to implement *ESF #15* from the EOC. *ESF #15* may be activated at the request of an appropriate official when an emergency condition exists and requires the support of *ESF #15*.

Upon activation the *ESF #15* representatives 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 processes.

### Emergency Response Actions

The Board of Selectmen as the Primary Agency will establish operations at the EOC as soon as possible after the notification and activation of *ESF #15*. The Board of Selectmen will brief the EMD upon arrival, update support agency staff, and monitor activities.

The *ESF #15* Primary Agency, the Board of Selectmen, will determine volunteer and donation needs and available resources. The Board of Selectmen will also maintain complete logs of actions taken, reports, and volunteer and donation resource needs and capabilities in cooperation with *ESF #5, Information & Planning*.

Coordination with *ESF #7, Resource Support*, may also be necessary to establish warehousing and other requirements and with *ESF #13, Law Enforcement & Security*, to provide for security and safety requirements

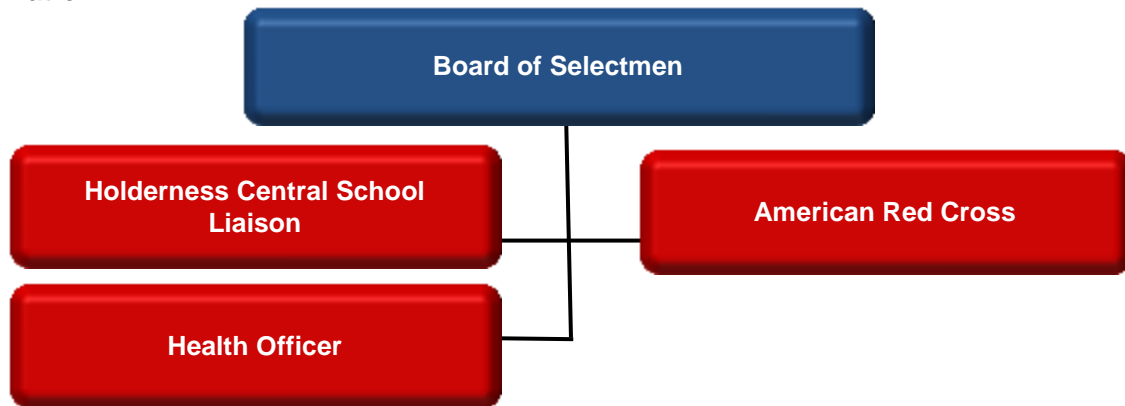
### Recovery Actions

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.

### Demobilization

Partial demobilization would occur based upon the extent of the current response and recovery actions. Full demobilization of *ESF #15* would occur at the termination of its operations.

## Organization



## Roles and Responsibilities

### *All Agencies*

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

### *Primary Agency*

#### **Board of Selectmen**

- Notify all *ESF #15* support agencies upon activation.
- Determine volunteers and donation needs and available resources.
- Maintain complete logs of actions taken, reports, and volunteer and donation resource needs and capabilities.
- Coordinate with the other *ESF* agencies to help meet unmet needs through donated goods and services or the use of volunteers.
- Credential and pre-register volunteers according to Town policies.
- Coordinate with *ESF #7, Resource Support*, if necessary to establish warehousing and other requirements.
- Coordinate with *ESF #1, Transportation*, for the following:
  - Provision of additional transportation resources in support of Volunteers & Donations operations.
  - Identification or creation of alternate access routes to affected areas, as needed.
- Provide organizational donation phone numbers to the donations phone bank for reference.
- Coordinate the provisioning and operation of a Donated Goods and Volunteer Services Call Center, with assistance from office staff.
- Coordinate with local jurisdictions and agencies/organizations to identify unmet disaster needs.

- Coordinate with *ESF #14, Public Information*, for the dissemination of information to the public regarding disaster needs.
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information & Planning*, to ensure inclusion into the Situation Report (SITREP):
  - Number of Volunteers, Registered, Referred, and/or Deployed.
  - Type, Value, and Amount of Goods and Services Donated.
  - Staffing and resource shortfalls.
  - Major *ESF #15* issues/activities.
  - Unmet needs of disaster victims.

### **Support Agencies**

#### **Holderness Central School Liaison**

- Provide potential space for storage of donations.
- Provide potential space for “just in time” training of volunteers.
- Assist in the collection of donations.
- Assist in the implementation of *ESF #15, Volunteers & Donations*.

#### **American Red Cross**

- Assist in the collection of donations.
- Assist in the implementation of *ESF #15, Volunteers & Donations*.

#### **Health Officer**

- Assist with the appropriate storage of donated foods to insure quality.
- Assist in the collection of donations.
- Assist in the implementation of *ESF #15, Volunteers & Donations*.

### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*



## ESF #16: ANIMAL HEALTH & SHELTERING

### General Description and Agencies

**ESF #16** provides for a coordinated response in the management and containment of any communicable disease resulting in an animal health emergency and the sheltering of pets.

#### Primary Agency

**Holderness Police Department**

#### Support Agencies

**Highway Department**

**Holderness Central School Liaison**

**Health Officer**

**Emergency Management Director (EMD)**

### Introduction

#### 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 livestock, residents, and visitors, as well as responding to pet and farm animal care needs before, during, and after a significant natural disaster or man-made event.

The purpose of *ESF #16, Animal Health & Sheltering*, is to establish procedures to create an Animal Response Team, which will coordinate volunteer groups, mutual aid, emergency responders, and veterinary medical personnel to respond to the needs of animals affected by disasters. The Animal Response Team provides:

- The coordination of local resources, emergency collection, veterinary triage and supportive care to animals during and after a disaster, prior to activating additional services and personnel.
- A coordinated response in the management and containment of a communicable disease resulting in an animal health emergency affecting the health, welfare and safety of livestock, and citizens.

#### Scope

*ESF #16, Animal Health & Sheltering*, 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 livestock. This Emergency Support Function will also provide for the overall management, coordination, and prioritization of statewide resources

that support pet and farm animal needs in the event of an emergency or disaster. This ESF does not address animal rescue, wildlife or exotic animals, only matters of shelter, health care and transportation.

## **Situation and Planning Assumptions**

### ***Situation***

The Police Chief, with support from the Humane Society has primary responsibility for the health and well-being of Holderness' animal population. Also, the Police Chief has the responsibility of insuring that the citizens of Holderness are protected from any communicable disease that may be spread by animal populations and that could pose a threat to humans.

### ***Planning Assumptions***

The planning assumption for *ESF #16* is that in a wide-spread disaster, the domestic animal populations could be subject to hunger, illness, lack of water and displacement from their usual environments. These circumstances could lead to poor animal health and disease and then could then become a threat to local agriculture and the human population.

## **Concept of Operations**

### ***General***

*ESF #16* 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.

Emphasis should be placed on having prior arrangements for evacuation, including routes and host sites. Residents with animals need to enact their own personal animal disaster plan in advance. The Public Information Officer may assist in developing such a program.

All persons participating in the collection and supervising care of animals during an emergency will be credentialed and identified as competent by the Animal Coordinator.

Red Cross operated shelters do not take animals. The Public Information officer will notify the public of the designated animal shelter site(s); in addition, transportation from the Red Cross shelter to the animal shelter may be necessary.

### ***Notification and Activation***

Upon notification the Police Department will notify the EMD and supporting agencies of an impending or actual animal/human health emergency posing a significant threat to Holderness' agricultural health and safety. The EMD will request agency representatives to activate Animal Health operations. Upon activation, the Animal Health 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 decision-making process.

*ESF #16* may be activated at the request of an appropriate agency when an emergency condition exists and requires the support of *ESF #16*.

### Emergency Response Actions

When this Emergency Support Function is activated, the Police Department, as the Primary Agency, will report to the EOC and provide needs assessment outlining the urgency of the situation and the staff and equipment needs. The Police Department will establish operations at the EOC as soon as possible after the notification and activation of Animal Health.

The EMD will brief the Animal Health representative upon arrival, update support agency staff, and monitor activities.

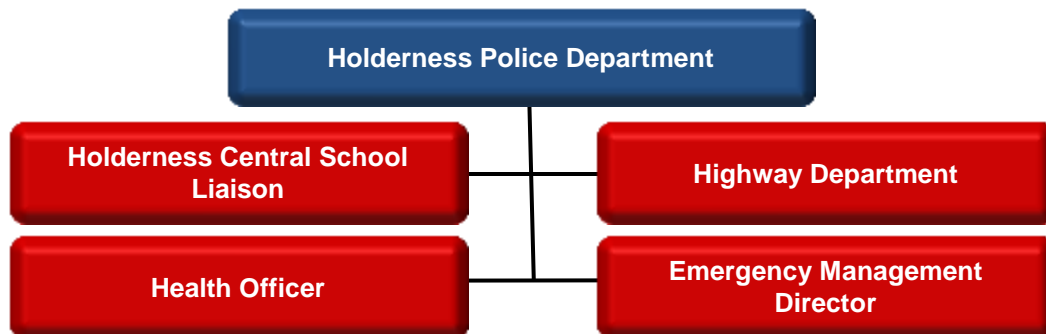
### Recovery Actions

Once recovery efforts have been initiated, this Emergency Support Function 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.

### Demobilization

Partial demobilization of *ESF #16* would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD. Full demobilization would occur at the termination of the operational elements of *ESF #16*.

## Organization



## Responsibilities

### All Agencies

All Primary and Secondary Agencies are responsible for appropriate record keeping and must maintain accurate and up-to-date records of:

- Total man-hours
- Total equipment hours
- Cost of materials

*Primary Agency*

**Holderness Police Department**

- Determine response needs and available resources.
- Define incident level and activate appropriate Team members.
- Coordinate with the Commissioner of Agriculture if the emergency involves a foreign animal disease outbreak.
- Coordinate with *ESF #2, Communications & Alerting* to establish and maintain communications with field operations, as necessary.
- Coordinate with *ESF #3, Public Works & Engineering* to assist in the disposal of animal carcasses and site remediation and to identify means of transportation for large and small animals.
- Coordinate with *ESF #8, Health & 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 #14, Public Information*, for the release of public information regarding animal health issues.
- Provide traffic control operations and enforce quarantine areas, as requested and available.
- Maintain lists of volunteers, skills, vehicles, and equipment.
- Notify the Board of Selectmen and EMD of animal shelter and sites.
- Identify a network of animal response teams in other communities; establish mutual aid agreements.
- Coordinate shelter operations for large and small animals including pets and livestock.
- Organize resources (i.e. crates, forms, locations for food donations).
- Perform triage and assume authority for all decisions regarding additional medical assistance and mutual aid.
- Quarantine or restrict animal movement, when necessary, for disease control and observation.
- Identify burial sites for animals on Town or private land.
- Perform on-site evaluation(s) by conducting shelter inspections to ensure the health, safety and well-being of animals.
- Recommend to EMD whether Mutual Aid or State assistance is needed.
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Information and Planning*, to ensure inclusion into the Situation Report (SITREP):
  - Status of quarantine areas, containment and disposal efforts.
  - Road Closures and Traffic Control Points.
  - Statistical Information such as:
    - Number of Animals Culled/Destroyed (domestic).
    - Number of Infected Farms/Operations.
    - Collateral Impacts (e.g., crops).

- Status of Commissioner's Declaration.
- Allocated Resources and unmet needs.
- Status of Critical Facilities (i.e., communications center, equipment storage sites, operational sites, etc.)
- Staffing and Resource Shortfalls
- Number of Animals sheltered, treated, rescued and identified.

### **Support Agencies**

#### **Highway Department**

- 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 Animal Health.
- Assist with the implementation of *ESF #16, Animal Health & Sheltering*.

#### **Holderness Central School Liaison**

- Provide pet shelter if possible and per MOU with the Town.
- Assist with the implementation of *ESF #16, Animal Health & Sheltering*.

#### **Health Officer**

- Coordinate agriculture and animal health resources, as needed, to support local emergency operations.
- Assist the State Veterinarian with Quarantine or restrict animal movement, when necessary, for disease control and observation.
- Assist with the disposal of pet or wild animal carcasses.
- Assist with the implementation of *ESF #16, Animal Health & Sheltering*.

#### **Emergency Management Director (EMD)**

- Establish operations at the EOC as necessary, to assist in the implementation of *ESF #16, Animal Health & Sheltering*.
- Coordinate resources, and provide support and agency representatives to State and Federal agencies, as required, in response to incidents/attacks involving agroterrorism.

### **References**

*Please refer to Chapter 1, Basic Plan; Authorities & References.*

### **Resource List**

*Please refer to Chapter 8, Resource Inventory.*

PAGE INTENTIONALLY  
LEFT BLANK

## CHAPTER 3 – HAZARD ANALYSIS & ASSESSMENT

### Table of Contents

INTRODUCTION .....	137
<i>Purpose</i> .....	137
<i>Scope</i> .....	137
<i>Situation</i> .....	137
Government .....	137
Population .....	137
Transportation .....	137
Employment .....	138
Education & Childcare Facilities .....	138
HAZARD IDENTIFICATION .....	138
HAZARD VULNERABILITY TABLE .....	138
CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR) .....	140
Holderness Public Safety Building .....	140
Holderness Town Hall .....	140
Holderness Central School .....	141
Holderness Prep School .....	141
Holderness Department .....	141
Plymouth State University .....	142
Speare Memorial Hospital .....	142
Holderness Library .....	142
Additional Critical Infrastructure .....	142
CRITICAL INFRASTRUCTURE VULNERABILITY TABLE .....	143
CRITICAL INFRASTRUCTURE MAP AND EVACUATION ROUTES .....	145

PAGE INTENTIONALLY  
LEFT BLANK



## INTRODUCTION

### Purpose

This Hazard Analysis and Assessment is the basis for both mitigation efforts and emergency operations. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the Holderness Hazard Mitigation Plan (2008), located at the Town Office, should be consulted for a detailed discussion on this topic.

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 chapter include the following:

- Hazard Identification
- Hazard Vulnerability Table (*Figure 11*)
- Critical Infrastructure Identification
- Critical Infrastructure Vulnerability Table (*Figure 12*)

### Scope

This document applies to all natural and human-caused hazards in Holderness that require response and recovery actions under the EOP.

### Situation

#### Government

The Town of Holderness is governed by a five member Board of Selectmen.

#### Population

The community has a stabile population of 2,108 residents according to the 2010 Census; the population density is 69.2 persons per square mile.<sup>5</sup> The 2010 Census revealed a slight increase over population numbers for 2000. There are noticeable changes in seasonal and weekend population numbers, with the estimation that the weekend population may increase by as much as 200%.

#### Transportation

Interstate 93 travels through a small portion of north-west Holderness and is one of NH's major highways. US Route 3 (also NH Route 25) travels roughly east-west through the entire town; other important highways are NH Route 175, NH Route 175A and NH Route 113. All of these roads are well-travelled, particularly I-93 and US Route 3, and are subject to various degrees of bad weather.

These roads serve as the major evacuation routes for the Town.

---

<sup>5</sup> Economic & Labor Market Information Bureau, NH Employment Security, 2011. Community Response Received 9/9/10

### Employment<sup>6</sup>

Largest Employers*	Product and/or Service
The Holderness Prep School (80 employees)	Education
Granite State Plasma Cutting (35 employees)	Metal Fabrication
Resource Management, Inc. (21 employees)	Bioproducts/solids recycling
Holderness Central School (35 employees)	Education
Science Center of New Hampshire (15 employees)	Environmental Education
Squam Boats (8 employees)	Marina

Figure 9: Largest Employers

### Education & Childcare Facilities<sup>7</sup>

Schools & Universities	Type of Facility	Grades	Enrollment
Holderness Central School (SAU 48)	Public Elementary School	Pre-K-8	199
Plymouth Regional High School	Public High School	9-12	684
The Holderness Prep School	Private Prep School	9-12	275
Regional Career Technology Center(s)	Plymouth Regional High School		
NH Licensed Child Care Facilities, 2011	Total Facilities: 4; Capacity: 93		
Nearest Community/Technical College	Lakes Region Community College, Laconia, NH		
Nearest Colleges or Universities	Plymouth State University, Plymouth, NH		

Figure 10: Education & Childcare Facilities

## HAZARD IDENTIFICATION

The Town of Holderness completed a comprehensive Hazard Mitigation Plan that was approved on August 7, 2008. The scope of this Plan includes the identification of natural and human-caused hazards affecting the Town, as identified by the Hazard Mitigation Planning Team.

The most significant hazard in the town of Holderness, as determined by the hazard mitigation planning team using the Hazard Vulnerability table, is Flooding. This is followed by Ice Jams.

The twenty-two hazards that have been identified are shown in Figure 10 below; any of these hazards, if accompanied by power failure, could present a more significant hazard in Holderness.

## HAZARD VULNERABILITY TABLE

The Hazard Vulnerability table on the following page analyzes each hazard according to three factors: the "Extent", the "Probability of Occurrence" and the "Vulnerability". Figure 11 shows the hazards identified in the 2008 Hazard Mitigation Plan in order of their risk rating.

<sup>6</sup>Economic & Labor Market Information Bureau, NH Employment Security, 2011, Community Response Received 09/6/11

<sup>7</sup>Ibid

The vulnerability assessment was based on a scale of 1-3, with 1 indicating that little impact would be felt. The impact scores for each hazard were then averaged to obtain the risk rating of the hazard.

Each criterion (probability of occurrence and vulnerability) was given a rating of severe, moderate, or minimal to show which hazards are the greatest threat to the community, based on indicators: danger/destruction, economic, environmental, social, and political planning level. These ratings were then transformed into numerical values 3, 2, and 1, respectively. The overall risk rating associated with each hazard was determined by multiplying the two factors. This resulted in risk ratings ranging from 1 to 9; 1-3 = minimal risk, 4-6 = moderate risk, 7-9 = severe risk.<sup>8</sup>

Hazard Type	Extent			Probability			Vulnerability			Risk Rating
	Severe	Moderate	Minimal	High	Moderate	Low	High	Moderate	Low	
Flooding		x		3			3			9
Ice Jam		x		3			3			9
Wildfire	x				2		3			6
Thunderstorm/Lightning	x			3				2		6
Oil / Fuel Spills	x				2		3			6
MV Accident involving Hazardous Materials					2		3			6
Tornado/Downburst	x				2			2		4
Ice Storm	x				2			2		4
Blizzard/Snow Storm		x		3					1	3
Nor' Easter		x		3					1	3
Recreational Activities		x		3					1	3
Military Aircraft Accident	x					1		2		2
Rabies		x			2				1	2
Hail			x		2				1	2
Radon			x		2				1	2
Hurricane	x				1				1	1
Pandemic	x					1			1	1
Drought			x			1			1	1
Extreme Heat			x			1			1	1
Earthquake			x			1			1	1
Landslide			x			1			1	1
Avalanche			x			1			1	1

Figure 11: Hazard Vulnerability Table

<sup>8</sup> 2008 Holderness Hazard Mitigation Plan

## CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

EMERGENCY RESPONSE FACILITIES (ERF)	
Facility	Type of Facility
Holderness Public Safety Building, Fire & Police Departments	EOC; Fire; Police; Secondary Shelter
Holderness Town Hall	Secondary Shelter; Town Records; Historic Building
Holderness Central School	Primary Shelter; School; Food Prep
Holderness Highway Garage	Garage; Equipment; Diesel
The Holderness Prep School	Secondary Shelter; Mass Transportation
Plymouth State University (Plymouth)	Secondary Shelter
Speare Memorial Hospital (Plymouth)	Medical Services
Holderness Library	Secondary use facility; warming facility

The above table and the list of CIKRs that follows were chosen by the Team as the most critical of the emergency response facilities. Without any one of these facilities, the difficulties of coping with an emergency event would be significantly worse.

### Holderness Public Safety Building

#### EOC, Fire Department, Police Department, EMS, Secondary Shelter

The Holderness Town Public Safety Building is the designated Emergency Operations Center because of its location and communication capabilities. The Police, Fire & EMS Stations are located in the same building which is centrally located on US Route 3, the main highway through Holderness. The Public Safety Building has a generator.



[www.holderness-nh.gov](http://www.holderness-nh.gov)

A secondary EOC would be located at the Holderness Town Hall should the Public Safety Building become compromised. The Fire Station at the Public Safety Building would be used as a secondary shelter only if other sheltering sites became unavailable.

### Holderness Town Hall

#### Secondary EOC; Town Records; Historic Structure

The Holderness Town Hall is the designated secondary Emergency Operations Center should the Public Safety Building become compromised. The Holderness Town Hall is critical not only as a possible secondary shelter but also as the repository of town records and for its historic value. The Town Hall does not have an emergency generator.



June Garneau

### **Holderness Central School**

#### **Primary Shelter**

The Holderness Central School is the designated primary shelter. The Holderness Central School is located on NH Route 175 just north of Route 3, the main thoroughfare through Town; shelter space, restrooms and kitchen facilities are available as well as a generator. Shelter materials such as blankets, cots, etc., are stored at the Public Safety Building. Should the American Red Cross (ARC) have available resources, they will accommodate shelter supplies as needed.



[www.sau48.org](http://www.sau48.org)

### **Holderness Prep School**

#### **Secondary Shelter & Transportation Resource**

Holderness Prep School is one of two designated secondary shelters. The Holderness Prep School is located on the north-west side of town; shelter space includes restrooms and kitchen facilities. Holderness Prep School does not have a generator. Shelter materials such as blankets, cots, etc., are stored at the Public Safety Building. Should the American Red Cross (ARC) have available resources, they will accommodate shelter supplies as needed.



[www.en.wikipedia.org](http://www.en.wikipedia.org)

The Holderness Prep School is also designated as the primary source for school busses to meet mass transportation needs.

### **Holderness Department**

#### **Holderness Highway Garage**

Duties performed by the Highway Department include grading roads, filling potholes, cold patching, repairing or replacing culverts, and cleaning ditches. Posting of load limits and road closings also fall under the responsibilities of the road agent. The highway garage has a generator, small kitchen and a restroom.



[www.holderness-nh.gov](http://www.holderness-nh.gov)

Heavy equipment, fuel, man-power and other resources located at the Holderness Highway Garage are vitally important to the Town at the time of an emergency.

### ***Plymouth State University***

#### **Secondary Shelter**

Plymouth State University is one of two designated secondary shelters. Plymouth State University is located on the west side of town; shelter space, restrooms and kitchen facilities are available as well as generators in some locations. Due to the size of the Plymouth State University facilities, many people can be sheltered in this location; however, the area around the Field House often experiences Pemigewasset River flooding. Should the American Red Cross (ARC) have available resources, they will accommodate shelter supplies as needed.



[www.plymouth.edu](http://www.plymouth.edu)

### ***Speare Memorial Hospital***

#### **Medical Facility**

Although not located in Holderness, Speare Memorial Hospital in Plymouth is a facility that is critical to the response efforts in Holderness. The Speare Memorial Hospital facility and its staff are vital resources for the health and well-being of Holderness' citizens.



[www.golocalprov.com](http://www.golocalprov.com)

### ***Holderness Library***

#### **Warming/Cooling Center**

The Holderness Library has the potential to be used in isolated instances as a warming or cooling center. The Library provides opportunities for internet use, reading and other ways for the public to occupy their time should their homes be compromised.



[www.holderness-nh.gov](http://www.holderness-nh.gov)

### ***Additional Critical Infrastructure***

Several bridges on the evacuation routes as well as a cell tower are also critical to the emergency response. Please see Figure 13 for a complete map of the critical facilities and evacuation routes that are located in Holderness.

## **CRITICAL INFRASTRUCTURE VULNERABILITY TABLE**

Upon identifying the Critical Infrastructure, the EOP Planning Team determined the hazard risk for each facility, using a ranking of 1-5 with 1 representing a low risk from hazards. The table on the following page shows the vulnerability of each critical facility to possible hazards; five hazards that were listed in the 2008 Hazard Mitigation Plan were omitted from the following table (rabies, radon, drought, recreational activities, avalanche and landslide) and one hazard was added (sewer/water line break).

### CRITICAL INFRASTRUCTURE VULNERABILITY TABLE

Holderness Emergency Response Facilities										Risk by Hazard
Risk Scoring	Critical Infrastructure	Public Safety Building	Town Hall	Highway Garage	Holderness Central School	Holderness Prep School	Plymouth State University Field House	Speare Memorial Hospital	Holderness Library	
1 = Very Low 2 = Low 3 = Moderate 4 = High 5 = Very High	Use at the time of an Emergency	Primary EOC; Fire; Police; EMS	Secondary EOC; Records; Historic	Equipment; Personnel; Emergency Fuel	Primary Shelter	Secondary Shelter & Mass Transportation	Secondary Shelter	Medical Services	Warming / Cooling Center	
Identified Hazards from 2008 Hazard Mitigation Plan	Thunderstorm / Lightning	3	3	3	3	3	2	2	3	22
	Blizzard/Snow Storm	2	3	3	3	3	2	2	3	21
	MV Accident involving Hazardous Materials	3	3	1	1	3	3	3	3	20
	Ice Storm	2	3	3	2	3	2	2	3	20
	Nor' Easter	2	3	3	2	3	2	2	3	20
	Hurricane	2	3	3	2	3	2	2	3	20
	Tornado/Downburst	2	2	2	2	2	2	2	2	16
	Earthquake	2	2	2	2	2	2	2	2	16
	Flooding	1	1	1	3	1	5	1	1	14
	Ice Jam	1	1	1	1	1	5	1	1	12
	Military Aircraft Accident	2	2	1	1	1	2	1	2	12
	Wildfire	1	2	2	1	2	1	1	1	11
	Oil/Fuel Spills	1	1	1	2	2	2	1	1	11
	Sewer / Water Line Break	1	1	1	1	2	2	1	1	10
	Pandemic	1	1	1	1	1	2	2	1	10
	Hail	1	1	1	1	1	1	1	1	8
	Extreme Heat	1	1	1	1	1	1	1	1	8
Risk by CIKR		28	33	30	29	34	38	27	32	

Figure 12: Critical Infrastructure Vulnerability Table

PAGE INTENTIONALLY  
LEFT BLANK



## CRITICAL INFRASTRUCTURE MAP AND EVACUATION ROUTES

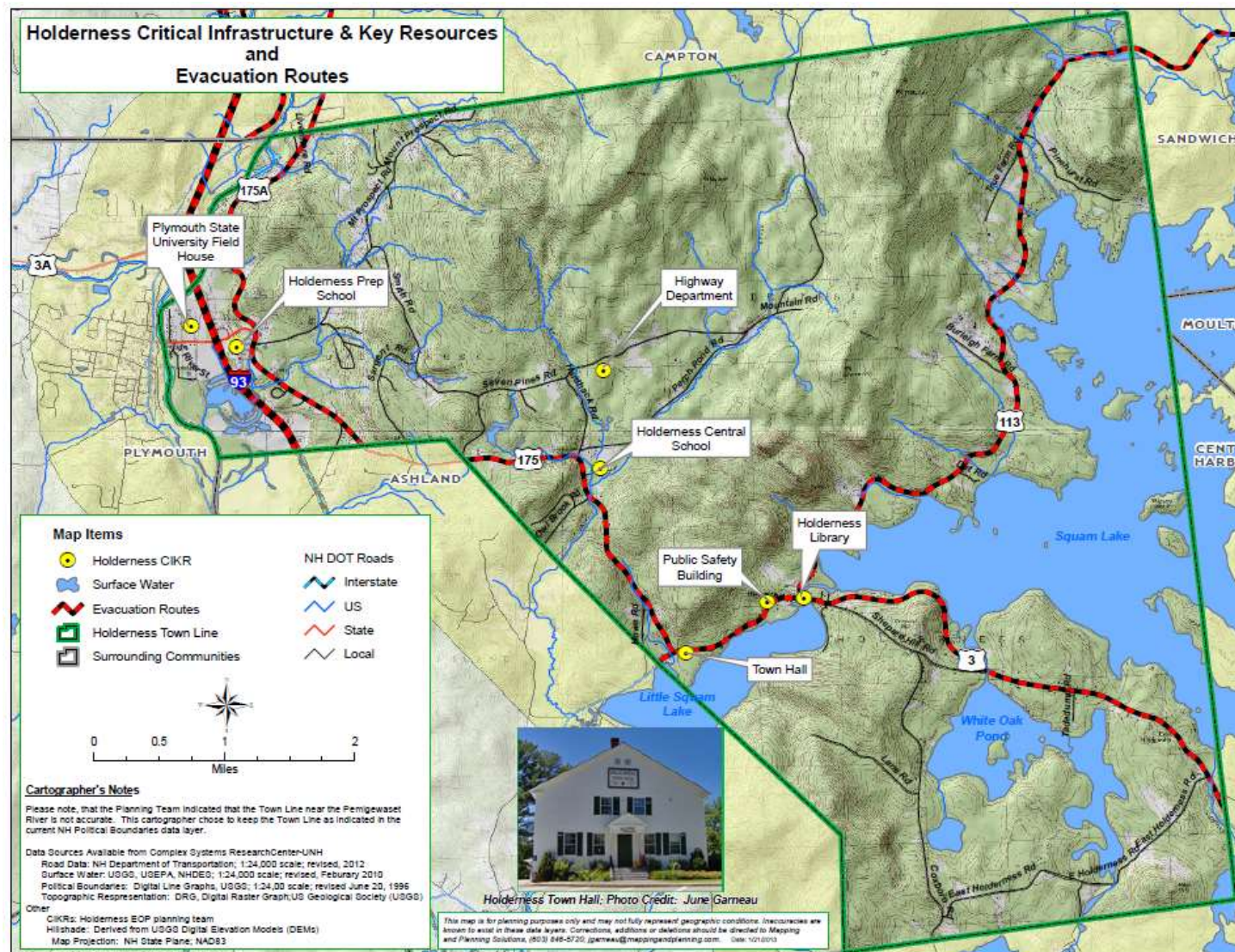


Figure 13-Holderness CIKR &amp; Evacuation Routes

PAGE INTENTIONALLY  
LEFT BLANK

## CHAPTER 4 – HAZARD SPECIFIC ANNEXES

### Table of Contents

SEVERE NATURAL EVENTS.....	149
EPIDEMIC & PANDEMIC .....	151
HAZARDOUS MATERIALS – FIXED LOCATION & TRANSPORT.....	153
EXTENDED POWER FAILURE.....	155
FLOODING .....	157
TERRORISM .....	159
MASS CASUALTY INCIDENT (MCI).....	161

The above list and the pages that follow represent “check-lists” for specific hazards that may occur in Holderness. The initial list of hazards was taken from the 2008 Holderness Hazard Mitigation Plan and discussed with the EOP planning team for inclusion in this section. Several hazards were omitted for the purpose of the Hazard Specific Annex while others were added (Mass Casualty Incident, Extended Power Failure and Terrorism). Severe weather events were grouped together as the duties and responsibilities were felt to be similar for each weather category. See “Severe Natural Events” on page 149.

PAGE INTENTIONALLY  
LEFT BLANK

## SEVERE NATURAL EVENTS

- Snow Storms & Nor'easters
- Ice Storms
- Wildfires
- Severe Thunder & Lightning Storms
- Extreme Temperatures (hot & cold)
- Tornadoes & Downbursts
- Earthquakes
- Hurricanes

## SITUATION

Holderness may experience unusually severe weather events during which the residents are unable to travel for essentials such as food or medical care. Extreme hot or cold temperatures could also occur thus putting the community's elderly and special needs citizens at risk, particularly when combined with power outages.

Other significant weather events such as hurricanes, tornadoes, downbursts (micro- and macro-) and earthquakes may also occur but are less likely to be at severe magnitudes. The potential also exists for fires, both structural and wildfire, to result from severe lightning, fallen trees and downed power lines, high winds and human causes.

## RESPONSIBILITIES

### *General Responsibilities for All Departments*

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Monitor weather and notify the Emergency Management Director of impending severe weather or potential wildfire
- ☐ Assess the impending weather event and take initial response measures
- ☐ Provide initial response and assessment and report to the EMD
- ☐ Inform the EMD of all actions taken and assist the EMD as directed
- ☐ Implement storm coverage Standard Operating Procedures/Guidelines
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled prior to the weather event or potential wildfire
- ☐ Prepare and test communications systems in the EOC

### *Holderness Fire/EMS Specific Responsibilities*

- ☐ Prepare generators for use
- ☐ Activate hazardous materials response, if necessary
- ☐ Assist with evacuations as needed
- ☐ Control any resulting fires and protect exposures
- ☐ Coordinate utility service requirements
- ☐ Establish perimeters for forest fires
- ☐ Implement the Mass Casualty Plan if necessary
- ☐ Initiate search and rescue of affected area(s) if needed
- ☐ Perform EMS duties as needed
- ☐ Provide command and control of the scene if warranted
- ☐ Rescue trapped occupants if structural fire occurs

***Holderness Police Department Specific Responsibilities***

- ☐ Place 4WD units into service
- ☐ Assist in providing emergency information to residents
- ☐ Establish and maintain a security perimeter control
- ☐ Execute traffic control and redirection as needed
- ☐ Evaluate parking ban requirements
- ☐ Assist with evacuations if necessary
- ☐ Patrol and search for abandoned vehicles or hazards
- ☐ Provide security to severely damaged areas
- ☐ Recommend public restrictions to the Emergency Management Director
- ☐ Assist fire & public works departments as needed

***Highway Department Specific Responsibilities***

- ☐ Maintain, clear and sand roadways for regular vehicular and emergency vehicle access
- ☐ Monitor utility services and coordinate activities and efforts to restore power if applicable
- ☐ Coordinate efforts to remove downed trees if applicable
- ☐ Inform the Emergency Management Director of road and highway conditions
- ☐ Assist with barricading roadways and other traffic control issues in coordination with the Police Department
- ☐ Assist the fire department with equipment and personnel
- ☐ Inspect and assess structural stability of buildings, bridges, dams and other infrastructure in conjunction with the Fire Department
- ☐ Conduct post incident clean-up for return to public use

***Emergency Management Director Specific Responsibilities***

- ☐ Determine the extent of the emergency
- ☐ Activate and staff the EOC upon notification of a pending weather event or wildfire
- ☐ Activate the appropriate ESFs for the situation
- ☐ Notify the Board of Selectmen
- ☐ Notify NH Homeland Security that the EOC has been activated
- ☐ Request and coordinate state and/or federal resources as required
- ☐ Assemble all available equipment lists and track deployment of equipment
- ☐ Assemble all available personnel lists and track deployment of personnel
- ☐ Coordinate emergency transportation with bus companies as needed
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Authorize public restrictions as needed
- ☐ Release public information bulletins for the public
- ☐ Determine the stability of temporary shelters with Holderness Fire/EMS
- ☐ Activate emergency shelters with assistance from ARC as needed
- ☐ Open temporary shelter(s) and assess the requirements for fuel, food, water, warming and cooling
- ☐ Approve shelter instructions for residents
- ☐ Provide for shelter/food for emergency responders
- ☐ Provide support to the Holderness Fire/EMS & the Highway Department



## ***EPIDEMIC & PANDEMIC***

### **SITUATION**

The potential exists for epidemic and/or pandemic in Holderness. Holderness' school children attend schools in other towns and the Town is frequented by weekend, summer and winter visitors thus adding to the probability that an epidemic or pandemic could affect the community.

### **RESPONSIBILITIES**

#### ***All Departments Responsibilities***

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Monitor health conditions within the community and report to the Emergency Management Director
- ☐ Provide initial response and assessment and report to the EMD
- ☐ Take initial response measures
- ☐ Inform the EMD of all actions taken and assist the EMD as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need
- ☐ Assist the Emergency Management Director with the communication of local health risks as needed

#### ***Holderness Fire/EMS Specific Responsibilities***

- ☐ Assist the Police Department with any traffic issues as needed

#### ***Holderness Police Department Specific Responsibilities***

- ☐ Increase patrol services and visibility in and around any quarantined areas of Holderness

#### ***Highway Department Specific Responsibilities***

- ☐ Assist the Police Department with any traffic issues as needed

#### ***Emergency Management Director Specific Responsibilities***

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Release public information bulletins for the public
- ☐ Notify the Public Health Network of Central NH
- ☐ Notify the Health Officer
- ☐ Notify local Emergency Responders

- ☐ Notify the Medical Reserve Corp / MACE
- ☐ Notify Speare Memorial Hospital
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Open temporary shelters if required
- ☐ Open inoculation centers if required
- ☐ Assist medical personal in the establishment of quarantine units
- ☐ Develop and implement an emergency services plan to include the coordinated procurement of and distribution means of vital supplies



## HAZARDOUS MATERIALS – FIXED LOCATION & TRANSPORT

### 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 and be brought about by motor vehicle or aircraft accidents involving hazardous materials and/or oil and fuel spills.

### RESPONSIBILITIES

#### *General Responsibilities for All Departments*

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Provide initial response and assessment and report to the EMD
- ☐ Take initial response measures
- ☐ Monitor the situation and report actions taken to the Emergency Management Director
- ☐ Assist the EMD as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need
- ☐ Assist the Emergency Management Director with the communication of local health risks if they arise from the situation

#### *Holderness Fire/EMS Specific Responsibilities*

- ☐ Take command and control of the scene as needed
- ☐ Notify the Emergency Management Director of protective actions that should be taken
- ☐ Coordinate and request mutual aid response from Lakes Region Fire Mutual Aid
- ☐ Coordinate and request assistance from the Central NH Hazmat Team.
- ☐ Coordinate with state and federal agencies in mitigating the release of toxic elements

#### *Holderness Police Department Specific Responsibilities*

- ☐ Establish on-scene and perimeter security
- ☐ Coordinate of mutual aid response of law enforcement agencies
- ☐ Coordinate of state police response when applicable
- ☐ Conduct criminal investigation if appropriate

#### *Highway Department Specific Responsibilities*

- ☐ Assist with personnel and equipment
- ☐ Provide containment materials for spills if requested
- ☐ Assist police with road closures, redirecting and reopening as needed

*Emergency Management Director Specific Responsibilities*

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Release public information bulletins for the public
- ☐ Assist with state and federal agencies as required
- ☐ Assist fire and police as requested
- ☐ Initiate and assist in long-term strategy planning for the affected area

## EXTENDED POWER FAILURE

### SITUATION

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

### RESPONSIBILITIES

#### *General Responsibilities for All Departments*

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Provide initial response and assessment and report to the Emergency Management Director
- ☐ Take initial response measures
- ☐ Monitor the situation and report actions taken to the Emergency Management Director
- ☐ Assist the Emergency Management Director as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need

#### *Holderness Fire/EMS Specific Responsibilities*

- ☐ Offer assistance as needed to restore power

#### *Holderness Police Department Specific Responsibilities*

- ☐ Increase patrol services and visibility
- ☐ Call back off duty personnel if required

#### *Highway Department Specific Responsibilities*

- ☐ Monitor and assist the repair of services
- ☐ Offer assistance as needed to restore power

#### *Emergency Management Director Specific Responsibilities*

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Release public information bulletins for the public
- ☐ Initiate long-term strategic planning for the affected area
- ☐ Open temporary shelters if required
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Develop a restoration priorities plan

- ☐ Track progress of restoration
- ☐ Develop and implement an emergency services plan to include the coordinated procurement of and distribution means of vital services

## FLOODING

### SITUATION

Holderness is vulnerable to flooding which may result in restricted travel ways, structural flooding and possible evacuation. Pre-identified floodplain areas, severe storms, rapid snow melt, ice jams and the swelling of brooks and streams may all contribute to flooding emergencies.

### RESPONSIBILITIES

#### *General Responsibilities for All Departments*

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Provide initial response and assessment and report to the Emergency Management Director
- ☐ Take initial response measures
- ☐ Monitor the situation and report actions taken to the Emergency Management Director
- ☐ Assist the Emergency Management Director as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need

#### *Holderness Fire/EMS Specific Responsibilities*

- ☐ Perform water rescue(s) if needed
- ☐ Assist with the evacuation of flooded areas
- ☐ Assist with the assessment of damaged buildings
- ☐ Evaluate hazardous materials storage for impact from flooding
- ☐ Assist with notification of residents

#### *Holderness Police Department Specific Responsibilities*

- ☐ Establish perimeter security of evacuated or flooded areas
- ☐ Assist with the evacuation of flooded areas
- ☐ Establish traffic rerouting and roadway blockade as needed
- ☐ Provide on-scene security
- ☐ Assist with notification of residents

#### *Highway Department Specific Responsibilities*

- ☐ 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 the Police Department in blockade of roads

***Emergency Management Director Specific Responsibilities***

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Release public information bulletins for the public
- ☐ Monitor weather and flood conditions
- ☐ Solicit and coordinate state and/or federal assistance if required
- ☐ Assemble all available equipment lists and track deployment of equipment
- ☐ Track the deployment of personnel working the emergency

## **TERRORISM**

### **SITUATION**

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

### **RESPONSIBILITIES**

#### ***General Responsibilities for All Departments***

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Provide initial response and assessment and report to the Emergency Management Director
- ☐ Take initial response measures
- ☐ Monitor the situation and report actions taken to the Emergency Management Director
- ☐ Assist the Emergency Management Director as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need

#### ***Holderness Fire/EMS Specific Responsibilities***

- ☐ Take command and control of the incident in a unified approach with the Police Department until state and/or federal assistance arrives
- ☐ Control fires and hazardous materials response as needed
- ☐ Perform search and rescue operations if needed
- ☐ Activate the Mass Casualty Plan if needed
- ☐ Assist in evacuate area if required

#### ***Holderness Police Department Specific Responsibilities***

- ☐ Take command and control of the incident in a unified approach with the Fire Department until state and/or federal assistance arrives
- ☐ Investigate for further threat or threats
- ☐ Evaluate other potential targets
- ☐ Assist in evacuation if required
- ☐ Coordinate mutual aid law enforcement agencies
- ☐ Conduct criminal investigations
- ☐ Provide facilities for long term investigation

***Highway Department Specific Responsibilities***

- ☐ Maintain roadway passage
- ☐ Monitor town public utilities
- ☐ Assist departments with personnel and equipment

***Emergency Management Director Specific Responsibilities***

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen & NH Homeland Security
- ☐ Contact special needs community and elder citizens who may need assistance
- ☐ Coordinate evacuation and sheltering process if necessary
- ☐ Coordinate American Red Cross activities
- ☐ Release informational bulletins for the public
- ☐ Request and coordinate assistance from state and federal agencies
- ☐ Track the deployment of personnel and equipment
- ☐ Develop strategic plan for the incident
- ☐ Assist Fire and Police Department as required



## MASS CASUALTY INCIDENT (MCI)

### SITUATION

The potential exists for a Mass Casualty Incident within Holderness, particular involving mass transportation such as tour and school busses or incidents involving recreational activities or large gatherings of people.

### RESPONSIBILITIES

#### *General Responsibilities for All Departments*

- ☐ Maintain accurate and up-to-date records of:
  - Total man-hours
  - Total equipment hours
  - Cost of materials
- ☐ Provide initial response and assessment and report to the Emergency Management Director
- ☐ Take initial response measures
- ☐ Monitor the situation and report actions taken to the Emergency Management Director
- ☐ Assist the Emergency Management Director as directed
- ☐ Implement Standard Operating Procedures/Guidelines as needed
- ☐ Evaluate personnel status; call back off duty personnel as needed
- ☐ Assemble available equipment and check operation
- ☐ Ensure all vehicles are fueled and ready for use
- ☐ Prepare and test communications systems in the EOC
- ☐ Assist the Emergency Management Director with personnel and equipment to transport individuals if need

#### *Holderness Fire/EMS*

- ☐ Take command and control of the incident in a unified approach with the Police Department
- ☐ Perform rescue and extrication as required
- ☐ Implement the Mass Casualty Plan if necessary
- ☐ Suppress and control any resulting fires
- ☐ Initiate hazardous materials response if necessary
- ☐ Notify and coordinate regional and state agencies regarding hazardous materials

#### *Holderness Police Department*

- ☐ Take command and control of the incident in a unified approach with the Fire Department
- ☐ Provide interior and outer perimeter control
- ☐ Reroute traffic around site of accident
- ☐ Notify and coordinate state law enforcement agencies
- ☐ Investigate collision and/or fatalities

#### *Highway Department*

- ☐ Assist police with road closures
- ☐ Provide containment materials for spills if requested
- ☐ Salt roadway if requested
- ☐ Assist with post clean-up and opening of roadway if requested

*Emergency Management Director*

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Board of Selectmen
- ☐ Release public information bulletins for the public
- ☐ Request state/federal assistance and coordinate efforts
- ☐ Track progress of restoration

## CHAPTER 5 - RADIOLOGICAL PROTECTION ANNEX

### Table of Contents

PURPOSE .....	165
AUTHORITY .....	165
HAZARD ANALYSIS FOR RADIATION .....	165
REFERENCES.....	165
SITUATION AND ASSUMPTIONS.....	165
ORGANIZATION AND RESPONSIBILITIES.....	166
CONCEPT OF OPERATIONS .....	166

PAGE INTENTIONALLY  
LEFT BLANK

## **PURPOSE**

The purpose of this Radiological Protection Annex is to provide for the necessary organized effort to minimize and remediate the effects of radiation on people and resources through the detection and implementation of protective measures.

## **AUTHORITY**

The authorities for this Radiological Protection Annex to the Emergency Operation Plan (EOP) are those as stated in the Basic Plan of the EOP.

## **HAZARD ANALYSIS FOR RADIATION**

The hazard analysis for the Radiological Protection Annex portion of the EOP is prepared and maintained as a separate document and is incorporated by reference as part of this EOP Annex.

## **REFERENCES**

General various references have been used in the preparation of this EOP Radiological Protection Annex; these include but are not limited to National Security Emergency (RADEF) and the local RERP for the Seabrook Nuclear Power Plant.

## **SITUATION AND ASSUMPTIONS**

In this increasingly dangerous world, there exists a potential for conditions to make themselves present which would constitute the declaration of a National Security Emergency. Under such conditions, the need to detect and measure radiation may become vital to protect the health and safety of the public and maintain continuity of government.

Various radioactive materials are transported into, out of, and through New Hampshire. There is a realistic possibility for an occurrence of incidents or accidents in the transportation and use of these materials.

Even though it is unlikely that such events would pose a serious threat to the health and safety of the people of this community, it is necessary that the state and local governments be able to detect radiation, to assess its seriousness, and to take appropriate protective and remedial actions.

The use of nuclear energy for commercial nuclear power production warrants emergency preparedness planning in the event that such facilities experience an accident that releases, or threatens to release, radioactive materials to the environment.

There are no commercial nuclear power plants near Holderness; however there are currently four nuclear power plants in New England that could pose a threat in the event of such an uncontrolled release to the environment. They are: Seabrook Station (Seabrook, NH), Vermont Yankee (Vernon, VT), the MIT Research Reactor (Cambridge, MA) and the Pilgrim Generating Station (Plymouth, MA).

In the event of a National Security Emergency, response to and recovery from an uncontrolled radiological environment would require that the majority of protective warnings, guidance and measures be initially taken at the state and local levels of government.

In the event of a serious peacetime radiological emergency, Holderness would receive assistance from state and federal governments and other local jurisdictions and from the commercial nuclear power

industry if applicable, all of who have highly sophisticated capabilities for detecting, measuring, and monitoring radiation.

## ORGANIZATION AND RESPONSIBILITIES

The organization for response to a radiological emergency condition is dependent upon the type of hazard. Representative responsibilities include, but are not limited to, the following elements:

- Coordination of response activities
- Establishment of data analysis.
- Damage estimation and assessment.
- Provision for radiation monitoring equipment.
- Establishment of comprehensive personnel training.
- Programs for emergency response personnel.

The New Hampshire Office of Homeland Security & Emergency Management (HSEM) is responsible for coordinating the logistical matters regarding the development, implementation, and maintenance of the State's Radiological Protection Annex. This annex to the State Emergency Operations Plan (EOP) has been developed and is maintained by the New Hampshire Office of Homeland Security & Emergency Management.

## CONCEPT OF OPERATIONS

The management of radiological emergencies involves three critical activities, as follows:

- Environmental surveillance.
- Personnel radiation exposure control.
- Protective measures.

The direction and control function in the emergency response and the coordination of the emergency response to an identified radiological hazard emergency is accomplished by the Emergency Management Director until a time at which the State's Radiological Protection Annex is activated.

This Emergency Operations Plan (EOP) serves as the overall local planning document for the coordination of preparedness and emergency response activities for all man-made or natural hazards as outlined in Chapter 3. The local Emergency Management Director (EMD), or designee, performs the administration of this plan's EOP Radiological Protection Annex. The Emergency Management Director is responsible for coordinating and ensuring the development and maintenance of the local Radiological Protection Annex and the Hazard-specific Annexes in Chapter 4 of this Plan.

## CHAPTER 6 - TERRORISM ANNEX

### Table of Contents

INTRODUCTION .....	169
<i>Co-Primary Agencies</i> .....	169
Holderness Fire/EMS .....	169
Holderness Police .....	169
<i>Support Agency</i> .....	169
Emergency Management Director (EMD) .....	169
<i>State Lead Agencies</i> .....	169
Department of Justice (DOJ) .....	169
Office of the Attorney General (AG) .....	169
NH State Police .....	169
NH Homeland Security & Emergency Management .....	169
<i>Purpose</i> .....	169
<i>Scope</i> .....	169
<i>Structure</i> .....	169
TERRORISM HAZARDS .....	171
<i>Hazard Analysis and Assessment</i> .....	171
<i>Situation</i> .....	171
Terrorism .....	171
Weapons of mass destruction (WMD) .....	171
SITUATION AND PLANNING ASSUMPTIONS .....	177
<i>Situation</i> .....	177
<i>Planning Assumptions</i> .....	177
CONCEPT OF OPERATIONS .....	177
<i>General</i> .....	177
<i>Organization</i> .....	178
Functional Organization – EOC Organization Chart .....	178
Interagency Coordination .....	179
Operational Facilities/Sites .....	179
Warning .....	179
Notification and Activation .....	179
Communications .....	180
Plan Implementation .....	180
Specialized Teams .....	181
Incident Phases .....	181
ROLES AND RESPONSIBILITIES .....	184
<i>General</i> .....	184
<i>Interagency Coordination</i> .....	184
<i>The Holderness Co-Primary Agencies</i> .....	185
<i>Responsibilities</i> .....	185
Holderness Police (Co-Primary with Holderness Fire/EMS) .....	185
Holderness Fire/EMS (Co-Primary with Holderness Police) .....	185
The Holderness Emergency Management Director .....	186
AUTHORITIES AND REFERENCES .....	186
<i>Plans</i> .....	186
<i>SOPs</i> .....	186

PAGE INTENTIONALLY  
LEFT BLANK



## **INTRODUCTION**

### **Co-Primary Agencies**

*Holderness Fire/EMS*

*Holderness Police*

### **Support Agency**

*Emergency Management Director (EMD)*

### **State Lead Agencies**

*Department of Justice (DOJ)*

*Office of the Attorney General (AG)*

*NH State Police*

*NH Homeland Security & Emergency Management*

### **Purpose**

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

- Defines response and recovery actions.
- Generally describes operational procedures.
- Defines Emergency Support Functions.

The Town of Holderness will use established response and recovery policies, plans, and procedures/guides for both initial and continuing response and recovery actions at the local, state, and federal levels.

### **Scope**

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

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

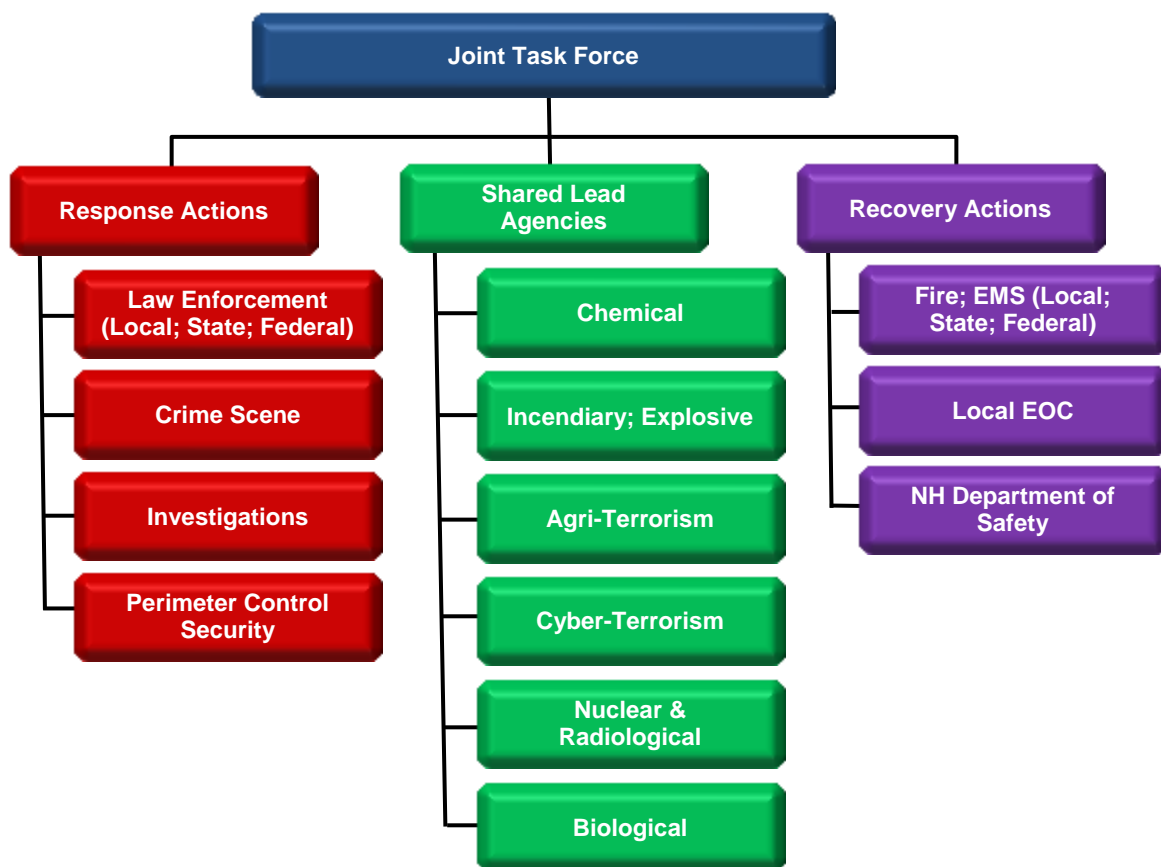
### **Structure**

The Terrorism Annex to the EOP is a compendium on the management of terrorist incidents. It focuses on the management of the event as well as linkage to the response and recovery actions to terrorist incident(s).

- Response actions include measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.
- The laws of the United States assign primary authority to the Federal Government to prevent and respond to acts of terrorism; state and local governments provide assistance, as required.
- Response actions are predominantly law enforcement oriented and address both initial and continuing actions associated with the terrorist event.

Recovery actions include measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the terrorism event.

- The laws of the United States assign primary authority to the states to respond both initially and on a continuing basis to the recovery requirements of terrorism; the Federal Government provides assistance as required.
- Recovery actions can and often do, operate concurrently with Response Actions. Figure 14 illustrates the relationships between the two components and is based on a unified command or management organizational structure.



*Figure 14: The relationships between response and recovery action management*

## **TERRORISM HAZARDS**

### **Hazard Analysis and Assessment**

An act of terrorism, particularly an act directed against a large population area within the Town of Holderness involving CBRNE/WMD, Cyber- and/or Agro-terrorism may produce major impacts that will overwhelm the capabilities of the Town and state agencies almost immediately. Major impacts involving CBRNE/WMD, Cyber- and/or Agro-terrorism may overwhelm existing federal capabilities as well.

The target and intended consequences (loss of life, injury, property destruction/damage, disruption of services) will heavily influence the means (e.g. gun, fire, explosive, chemical or biological agents, etc.) chosen to carry out a terrorist act. To cause serious impact that overwhelms a local jurisdiction's capability and requires state and federal assistance, it is likely that the terrorist(s) will use a weapon of mass destruction (WMD).

### **Situation**

#### ***Terrorism***

Terrorism involves the use or threatened use of criminal violence against people, institutions, livestock, food sources or facilities to achieve a political or social objective through fear and intimidation, rather than direct confrontation. Unlike a disaster caused by nature or an accident involving hazardous materials, it requires the deliberate and premeditated action of a person or group to occur.

#### ***Weapons of mass destruction (WMD)***

Weapons of mass destruction are defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation or radioactivity, explosion or fire. At least two important considerations distinguish these hazards from other types of terrorist tools. First, in the case of chemical, biological, and radioactive agents, their presence may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical technicians. Second, although there is a sizable body of research on battlefield exposures to WMD agents, there is limited scientific understanding of how these agents affect civilian populations. They are described in law as:

#### **Incendiary/Explosives**

The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events, also can cause explosions and fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and

can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

### Combined Hazards

WMD agents can be combined to achieve a synergistic effect – greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

### Biological

Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few minutes, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Figure 15.

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

*Figure 15: General Indicators of Possible Biological Agent Use*

## Chemical

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in Figure 16.

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

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

*Figure 16: Stated Threat to Release a Chemical Agent*

### Nuclear and radiological

The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Figure 17 lists some indicators of a radiological release.

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

- Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.
- Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.
- Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

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

*Figure 17: General Indicators of Possible Nuclear Weapon/Radiological Agent Use*

### Cyber-terrorism

Cyber-terrorism involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures in order to intimidate or coerce a government or civilian population to further political or social objectives (FBI NIPC, Congressional testimony, August 29, 2001). As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks, and other forms of attack rather than addressing issues related to contingency and consequence management planning.

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

Figure 18: General Indicators of Possible Cyber-terrorism Attack

### Agri-terrorism

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

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

Figure 19: General Indicators of Possible Agri-Terrorism

## Other Terrorism Hazards

Although it is not realistically possible to plan for and prevent every conceivable type of terrorist attack, it is anticipated that future terrorism attempts could range from simple, isolated attacks to complex, sophisticated, highly coordinated acts of destruction using multiple agents aimed at one or multiple targets. Therefore, the plans developed for terrorist incidents must be broad in scope yet flexible enough to deal with the unexpected. These considerations are particularly important in planning to handle the consequences of attacks using low-tech devices and delivery, assaults on public infrastructure, and cyber terrorism. In these cases, the training and experience of the responders may be more important than detailed procedures.

### *Low-Tech Devices and Delivery*

Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried. Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need to consider the level of security presently employed on ships, trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.

### *Infrastructure Attacks*

Potential attacks on elements of the nation's infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.

Infrastructure protection often is more focused on security, deterrence, and law enforcement than on emergency preparedness and response. The State of New Hampshire's departments and agencies must develop contingency plans in the event critical infrastructures are brought down as the result of a terrorist incident.

Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office (CIAO) and outlined steps to be taken to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.



## **SITUATION AND PLANNING ASSUMPTIONS**

### **Situation**

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

The Co-Primary Agencies will coordinate with the support agencies to identify potential requirements to implement increased readiness operations.

### **Planning Assumptions**

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

Local, state, and federal responders may define working perimeters that may overlap to some degree. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which may impede the overall response if adequate coordination is not established.

If protective capabilities are not available, responders cannot be required to put their own lives at risk in order to enter a perimeter contaminated with CBRNE material. It is possible that the perimeter will be closed until the CBRNE agent is identified or the effects of the CBRNE material have degraded to levels that are safe for responders.

Although this annex takes into consideration the most probable scenarios relating to the primary categories of terrorism incidents, no assumptions should be made to the annex being all inclusive of every conceivable situation that a terrorism incident could create. Emergency responders will assess the situation and determine the best course of action based upon their training and prescribed policies, plans, and procedures.

## **CONCEPT OF OPERATIONS**

### **General**

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

- The Holderness Emergency Co-Primary Agencies will maintain the Town's lead responsibility for response management to threats or acts of terrorism until a time at which state and regional agencies take over control.
- The Holderness Emergency Co-Primary Agencies will have the responsibility for all recovery actions.

This EOP Terrorism Annex provides a graduated flexible response and recovery actions to the full range of incidents. An act of terrorism exceeding the local capability to resolve automatically goes to the state level for assistance. It is likely that in a terrorism event, state agencies will quickly assume control.

## Organization

### *Functional Organization – EOC Organization Chart*

The EOC Organization Chart details the overall response structure of the EOC involving the threat of or actual occurrence of a terrorist incident in Holderness. Direction and control remains the responsibility of the Emergency Management Director with implementation and coordination conducted from the designated support agencies and regional and state officials.

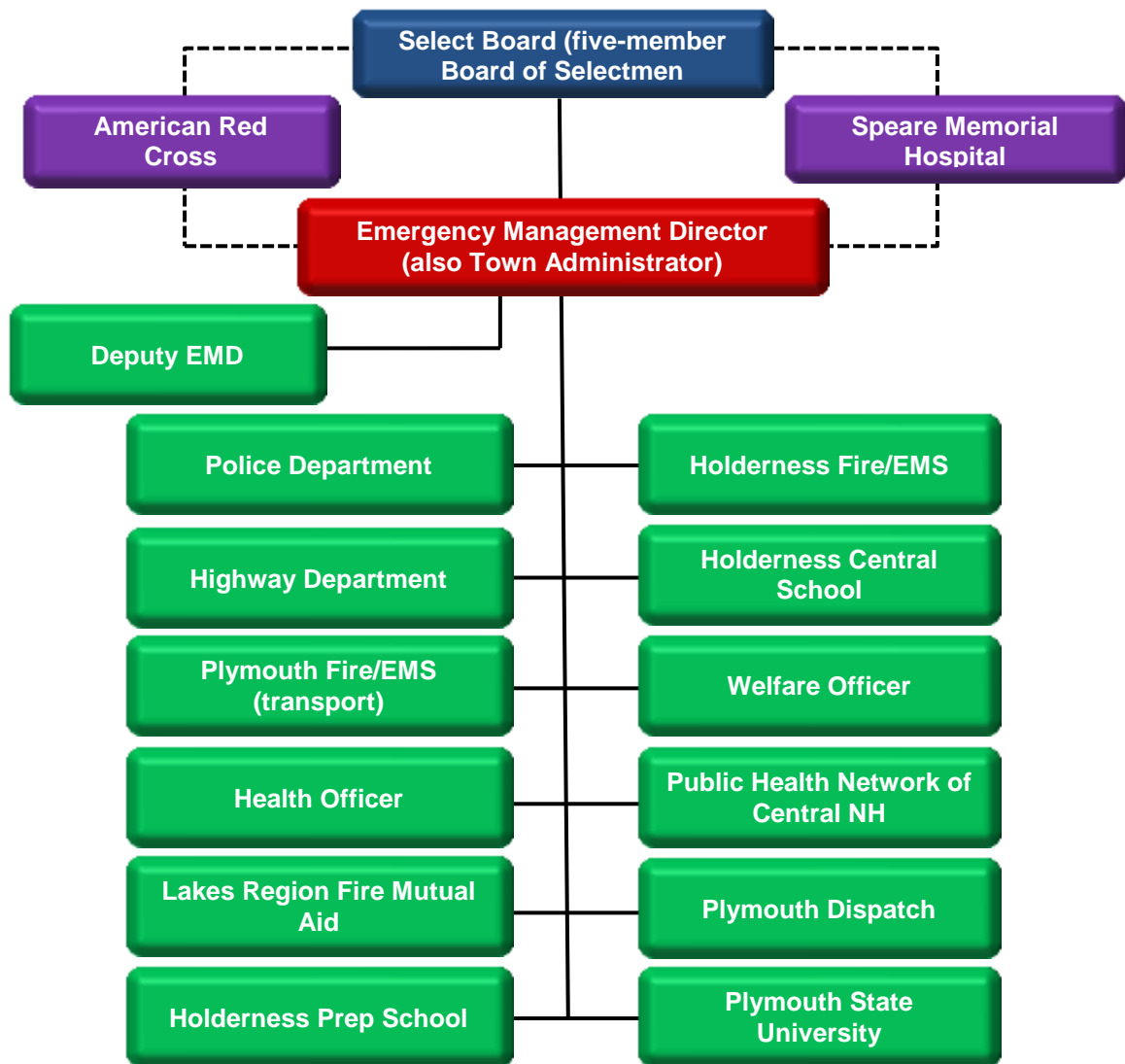


Figure 20: EOC Organization Chart

### **Interagency Coordination**

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

### **Operational Facilities/Sites**

#### **FBI – Joint Operations Center (JOC)**

The JOC is a centralized operations center established by the FBI Field Office/Resident Agent during terrorism-related incidents to provide a single point of direction, control, and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving federal assets.

The location of the JOC will be based upon the location of the incident and current threat specific information.

#### **Joint Information Center (JIC)**

The JIC is a combined public information center that serves two or more levels of government or federal, state, and local agencies. During a terrorist incident, the FBI will establish and maintain this facility (possibly the National Guard Armory).

#### **Holderness Emergency Operations Center**

The Holderness EOC will be located at the Holderness Public Safety Building. In the event that the Public Safety Building is compromised, the EOC will be located at the Holderness Town Hall.

### **Warning**

Every incident is different. There may or may not be warning of a potential WMD incident. Factors involved range from intelligence gathered from various law enforcement or intelligence agency sources to an actual notification from the terrorist organization or individual.

The warning or notification of a potential WMD terrorist incident could come from many sources; therefore, open but secure communication among local, state, and federal law enforcement agencies and emergency response officials is essential.

The Co-Primary Agencies and the Holderness Emergency Management Director will be notified of any suspected terrorist threats or incidents in the Town of Holderness.

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

### **Notification and Activation**

Upon receiving information from the FBI of a potential terrorist threat, the NH State Police/Office of the Attorney General, based on the advice of the FBI, will notify the Homeland Security Advisor and the appropriate state and local agencies as the situation warrants.

The EMD will partially or fully activate the local EOC, based upon specific threat information received. The decision to partially or fully activate the EOC will be based on the advice of the Homeland Security Advisor for New Hampshire.

#### **Threat Level – Red**

The State EOC will be fully activated upon the receipt of information that the US Department of Homeland Security (USDHS) has raised the threat level to **RED**. The local EOC will be activated if there is specific information targeting locations in Holderness, NH.

#### **Threat Level – Orange**

In the event the threat level is raised to **ORANGE**, the State EOC would be activated upon receipt of threat-specific information (e.g., governmental facilities are being targeted).

Based upon the information received, the local EMD will determine the operational level of the local EOC and notify the Primary Agencies for each ESF, as appropriate.

The Primary Agencies (Co-Primary Agencies are then responsible for notifying the respective Support Agencies, as required and outlined in the Alert and Notification SOG for the ESF.

#### **Communications**

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

*ESF #2, Communications & Alerting*, will coordinate measures to ensure communications interoperability among the response agencies.

#### **Plan Implementation**

##### **Response Actions**

- The Primary Agencies assigned for response actions are the Holderness Police and Fire Departments for general threats or acts of terrorism within the Town of Holderness.
- State lead agency assignments for response actions are the Department of Justice (DOJ), the Office of the Attorney General (AG), Homeland Security & Emergency Management (HSEM) and the NH State Police for general threats or acts of terrorism within the State of New Hampshire.
- Response actions specific to certain types of terrorist acts can require a shared lead responsibility with additional agencies, which have the skills and resources that can assist in defining, responding to, and managing the event. Such shared responsibilities would be:
  - Biological, nuclear, radiological, and food and product tampering terrorist acts shared leads are with Department of Health and Human Services (DHHS).

- Chemical, incendiary and explosive terrorist acts shared lead is the Department of Safety – Fire Marshal's Office.
- Agro-terrorist acts shared lead is the Department of Agriculture, Markets and Food.
- Cyber-Terrorism shared lead is the Department of Administrative Services and the Division of Information Management.

**Federal Actions:**

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

**Recovery Actions**

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

**Specialized Teams**

- NH 12<sup>th</sup> Civilian Support Team (CST) (National Guard)
- Central NH Hazmat Team

**Incident Phases****Pre-Incident**

- A credible or significant threat may be presented in verbal, written, intelligence-based or other form.
- In response to a credible or significant threat involving CBRNE/WMD/Cyber- or Agro-terrorism, the Holderness Co-Primary Agencies will initiate a threat assessment process that involves close coordination with local, state and federal agencies with technical expertise, in order to determine the viability of the threat from a technical, as well as tactical and behavioral standpoint.
- The Co-Primary Agencies maintain a contact listing of local, federal and state law enforcement agencies. State and federal agencies will provide the initial notification of a threat or occurrence of terrorism to local and state law enforcement authorities

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

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

**Post-Incident**

An incident is defined as follows:

- *The detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning that results in limited injury or death (e.g., limited consequences: State and local response and recovery).*
- *Or the detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in substantial injury or death (e.g., major consequences: Federal response).*
- Once an incident has occurred, the Holderness EMD will provide a Liaison to the local EOC and/or the FBI JOC, as needed.
- The NH State Police will contact local, state, and federal agencies of the detonation of an explosive device, using a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event.
- It is feasible to have recovery operations begin while response operations are continuing. The EMD will coordinate with the appropriate local, state, and federal agencies in determining when recovery operations will commence. Recovery operations include, but are not limited to, the following activities/functions:
  - *Site Decontamination*
  - *Site Demolition or Restoration*
  - *Memorial Services*
  - *Victim Compensation and Disaster Assistance*
  - *Temporary Housing Assistance*
  - *Long-term Medical Monitoring and Surveillance*

- The Holderness Co-Primary Agencies will coordinate with the NH State Police and FBI to determine the appropriate point at which the scene will transition from the response and search and rescue phase, to a criminal investigation phase.
- The Holderness Co-Primary Agencies, in coordination with the NH State Police will coordinate with DOJ to initiate victim assistance programs, as appropriate.

#### Demobilization

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

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

Figure 21: Alignment of Operational Levels with FBI Threat Levels

## **ROLES AND RESPONSIBILITIES**

### **General**

Upon activation of Holderness EOP (either in whole or in part), Town departments designated as a Primary and Support Agencies for the EOP will effectively carry out their missions and assigned roles and responsibilities, as directed/requested.

The ESFs will provide support within the scope of their agencies' statutory authority and assigned mission.

This section only outlines those Agencies that have roles and responsibilities specific to a response to terrorism incident. These roles and responsibilities are in addition to those outlined in the Basic Plan and ESF specific components of the Holderness EOP.

### **Interagency Coordination**

The EOC is the focal point for interagency and intergovernmental coordination between the following:

- FBI JOC
- Local EOC
- Other Law Enforcement Command Posts
- Other Community's EOCs
- FEMA IOF/DFO

The JOC structure includes the following standard groups:

- Command
- Operations
- Support
- Recovery

Representation within the JOC may include federal, state, and local agencies with support roles. Selected federal, state, and local agencies may be requested to serve in the JOC Command Group, the JOC Support group/Media component, and the JOC Recovery Management Group.

To maintain consistency in the management of the incident, the JOC should continue to operate as structured; however, leadership of the JOC may pass to FBI dependent on the situation. Local and State Police and state agencies in support of the JOC will continue to operate, but under FBI role designation and direction.

Response issues that affect multiple agency authorities and areas of expertise will be discussed by the FBI and the JOC Command Group working in consultation with local, state and federal representatives. While the FBI on-scene commander (FBI - OSC) retains authority to make federal response decisions at all times, operational decisions are made cooperatively to the greatest extent possible.

The FBI - OSC and the senior FEMA official will provide, or obtain resolution of conflicts in priorities for allocation of critical federal resources between response and recovery requirements,



disseminating threat information with designated ESFs and other local/state departments, as appropriate.

The FBI will provide training to emergency response personnel that include but is not limited to the following:

- Crime scene preservation.
- Evidence collection and chain of custody.
- Victim interviews.
- Combined epidemiological/criminal investigations.
- Implementation plans and procedures to prevent, contain, and/or mitigate the chemical, biological, or radiological agent introduced into the agricultural and livestock environment.

In the event, an Agro-Terrorism incident involves a zoonotic disease, coordinate with *ESF #8, Health & Medical Services*, to address the public health risks and for the dissemination of emergency public health information/personal protective actions that may be necessary.

### **The Holderness Co-Primary Agencies**

The Holderness Police and Fire Departments are the Co-Primary Agencies assigned to implement and coordinate the response functions.

During the response, the Co-Primary Agencies coordinate closely with state law enforcement authorities and other state agencies for law enforcement resolution. If state or federal agencies are involved, then the Co-Primary Agencies also coordinate with them. The Co-Primary Agencies are responsible for the incident site and may modify the Command Post to function as a Joint Operations Center (JOC).

### **Responsibilities**

#### ***Holderness Police (Co-Primary with Holderness Fire/EMS)***

- Work closely with NH State Police, DOJ, and FBI with respect to terrorist acts.
- Serve as the primary agency for criminal activity, investigations, and prosecution until the FBI assumes control.
- Provide liaison personnel to the local EOC at terrorist incidents.
- Coordinate the threat assessment.
- Work closely with the NH State Police and FBI in assessing threats.
- Assist the NH State Police and FBI with crime scene management.
- Serve as the lead agency for ordinance control and mitigation.
- Participate in EOC/ESF operations, as outlined in the Holderness EOP.
- Implement response actions.

#### ***Holderness Fire/EMS (Co-Primary with Holderness Police)***

- Coordinate additional assistance and resources from un-impacted jurisdictions to include but not limited to the following:
  - Detection and monitoring equipment
  - Decontamination equipment and supplies

- Assist in the overall management, response, and recovery of terrorist incidents involving radiological materials, to include:
  - Detection, recovery, and disposal of on-scene radioactive debris
  - Identification of isotope(s)
  - Recommendations on protective actions
  - Determination of health risk/consequences to the public and first responders.
- Provide support to state and federal agencies on the following:
  - Disease control and prevention.
  - Epidemiological investigation.
  - Quarantine and isolation.
  - Identification of the biological agent.
  - Secure laboratory services.
  - Dispersal of the Strategic National Stockpile (SNS).
  - Management of immunization clinics.
- Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.
- Assist in the efforts to ensure there is no uptake of chemical, radiological or biological agents into the food chain or the food supply.
- Assist in the implement the Mass Inoculation Plan, as appropriate.
- Establish decontamination of contaminated victims and emergency response personnel.
- Establish and maintain environmental health hazards remediation, as needed

#### *The Holderness Emergency Management Director*

- Assist the Police and Fire/EMS and all regional, state and federal agencies as required.
- Provide detection and monitoring services, equipment and personal protective equipment (PPE), as needed.

## **AUTHORITIES AND REFERENCES**

### **Plans**

- Holderness Emergency Operations Plan.
- Holderness Radiological Protection Annex (Chapter 5).
- Holderness Hazard Specific Annex (Chapter 4).

### **SOPs**

- Emergency Support Functions (ESFs) Standard Operating Procedures/Guides
- Holderness Fire Department Standard Operating Guidelines
- Holderness Police Department Standard Operating Procedures

## CHAPTER 7 - EMERGENCY OPERATIONS CENTER GUIDELINES ANNEX

### Table of Contents

INTRODUCTION .....	189
EOC OPERATIONAL LEVEL .....	189
EOC ALERT LISTS .....	190
EOC ALERT LIST – OTHER (STATE, REGIONAL, FEDERAL, ETC.) .....	190
EOC – ACTIVATION PROCEDURES.....	191
<i>Activate communications equipment.....</i>	<i>191</i>
<i>Enact the message flow system (recording messages) .....</i>	<i>191</i>
<i>Set up maps.....</i>	<i>191</i>
<i>Logs &amp; status boards.....</i>	<i>191</i>
<i>Prepare a shift schedule .....</i>	<i>191</i>
<i>Announce the briefing schedule .....</i>	<i>192</i>
<i>Provide staff necessities .....</i>	<i>192</i>
EOC SECURITY .....	192

PAGE INTENTIONALLY  
LEFT BLANK

## INTRODUCTION

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

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

## EOC OPERATIONAL LEVEL

EOC Operational Levels	Description	Associated Local Actions
Level 1	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. Assessing local conditions.
Level 2	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 and acknowledge receipt of notification.
Level 3	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.
Level 4	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 EOP are notified. The EOC will be on full activation with 24-hour staffing by assigned personnel and all necessary ESFs.

Figure 22: EOC Operational Level

**EOC ALERT LISTS**

<b>EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - LOCAL</b>				
<b>Name</b>	<b>Title</b>	<b>Phone (work)</b>	<b>Phone (home)</b>	<b>Cell</b>
Alpers, Krystal	Welfare Officer	934-2118		
Coburn, Kevin	Highway Agent	536-2932		
Connelly, Shelagh	Select Board Member	536-8900		
Brickley, Samuel	Select Board Member	968-2145		
Hanson, Earl	Deputy Emergency Management Director	968-2145		
Johnson, Walter	Emergency Management Director & Town Administrator	968-2145		
Johnson, Walter	Health Officer	968-2145		
Laverack, Woodie	Select Board Vice Chair	968-2145		
Mardin, Eleanor	Fire Chief	968-4491		
Miller, Bob	Holderness Central School Liaison	536-2538		
Patridge, Jake	Holderness Police Department	968-9555		
Webster, Peter	Select Board Chair	968-3894		
White, Jill	Select Board Member	279-9201		

*Figure 23: EOC Alert List***EOC ALERT LIST – OTHER (STATE, REGIONAL, FEDERAL, ETC.)**

<b>EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - OTHER</b>				
<b>Name</b>	<b>Title</b>	<b>Phone (work)</b>	<b>Phone (home)</b>	<b>Cell</b>
Paul Hatch	Homeland Security	223-3635		
24-Hour Duty Officer	Homeland Security	1-800-852-3792		
Ian Dyar	American Red Cross	225-6697		
-	DOT- Gilford	524-6667		
Donna Quinn	Public Health Network of Central NH	530-2231		
William VanBennekum	Holderness Central School	536-2538		
Stephan, Solberg	Holderness Prep School	536-1748		
-	Lakes Region Fire Mutual Aid	528-9111		
-	Plymouth Dispatch	536-1626		
-	Plymouth Fire/EMS	-		
Switchboard	Plymouth State University	535-5000		
Switchboard	Speare Memorial Hospital	536-1120		

*Figure 24: EOC Alert List - Other*

## **EOC – ACTIVATION PROCEDURES**

### **Activate communications equipment**

Test communications equipment:

- Local and Regional Dispatch
- Plymouth Dispatch
- Telephones
- Computer / Internet
- Backup generator

### **Enact the message flow system (recording messages)**

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

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

### **Set up maps**

When possible, maps should be available and already posted at the Emergency Operations Center.

### **Logs & status boards**

Maintain the following:

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

### **Prepare a shift schedule**

If the EOC is to operate for any length of time, make sure the personnel in the EOC have the needed breaks and their active time does not exceed a reasonable span of time. While it is impossible to set a schedule of breaks, it is critical that staff working under intense pressure take regular breaks to maintain their sharpness. You may have to encourage some over-zealous staff members that are caught up in the excitement to take a break. Do not hesitate to do so if it looks like fatigue is setting in.

If it seems that the operation will extend beyond one day, you will need a second shift to relieve the first shift. Specify the length of the shift and the names of everyone who is to serve and on which shift.

**Announce the briefing schedule**

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

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

**Provide staff necessities**

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

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

**EOC SECURITY**

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

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

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



## CHAPTER 8 – RESOURCE INVENTORY

### Table of Contents

CATEGORIZED RESOURCE INVENTORY LIST.....	195
ALPHABETICAL RESOURCE INVENTORY LIST .....	199

PAGE INTENTIONALLY  
LEFT BLANK

**CATEGORIZED RESOURCE INVENTORY LIST**

Business/Agency	Contact	Location	Phone	Cell
<b>American Red Cross</b>				
American Red Cross	Ian Dyar		800-262-2442	225-6697
<b>Auto Parts &amp; Service</b>				
Currier & Sons		Holderness, NH	968-3107	
Royea Auto Wrecking		Holderness, NH	279-4421	
Squam Lake Automotive		Holderness, NH	968-7001	
NAPA-Meredith		Meredith, NH	279-4824	
NAPA-Plymouth		Plymouth, NH	536-1554	
<b>Blasting Contractor</b>				
Adrian Excavating & Blasting		Holderness, NH	279-6166	
<b>Boats</b>				
Asquam Marina	Kent Smith	Holderness, NH	968-9445	
NH Fish & Game	Brian Abrams	Concord, NH	271-3422	
NH Marine Patrol			293-3037	
River Edge		Ashland, NH	968-4411	
Squam Boats		Holderness, NH	968-7721	
<b>Church</b>				
Holderness Community Church		Holderness, NH	968-3219	
Jehovah's Witnesses		Holderness, NH	279-0090	
<b>Concrete</b>				
Carroll Concrete Co		Woodsville, NH	747-2775	
JMS Concrete		Bristol, NH	744-8545	
Person's Concrete		Sanbornton, NH	524-4434	
<b>Contractors</b>				
K-Mac Builders Inc.	Kevin McBournie	Holderness, NH	968-9339	
Degrace Contracting LLC	Jim Degrace	Holderness, NH	968-7041	
Jeremy Hiltz Construction		Holderness, NH	968-32-62	
Sharpe Construction LLC	Jason/Eric Sharpe	Holderness, NH	968-3790	254-6512
<b>County</b>				
County Sheriff	Doug Dutile	N. Haverhill, NH	787-2111	Emer. # 787-6911
<b>Cranes &amp; Riggings</b>				
TB Crane Service	Trapper Brown	Holderness, NH	536-1463	
3 G Construction	Stan Graton	Holderness, NH	443-3932	
CC&C	Wes Peoples	Holderness, NH	968-9049	
<b>Divers</b>				
NH Fish & Game			271-3421	
NH State Police			525-5555	
<b>EMS &amp; Medical</b>				
Dartmouth Hitchcock Air Response Team (DART)		Hanover, NH	800-650-3222	

Business/Agency	Contact	Location	Phone	Cell
Speare Memorial Hospital	Switchboard	Plymouth, NH	536-1120	
<b>Fire Mutual Aid</b>				
Lakes Region Fire Mutual Aid	Jim Hayes	Laconia	528-9111	
Plymouth Dispatch		Plymouth, NH	536-1626; 536-1804	
Plymouth Fire/EMS		Plymouth, NH	536-1253	
Twin State Mutual Aid		Haverhill		
<b>Food</b>				
Annie's Overflow	Ann currier	Plymouth, NH	536-5817	
Ashland House of Pizza		Ashland, NH	968-3686	
Burger King		Ashland, NH	968-7206	
Common Man Express Deli		Ashland, NH	968-2328	
Common Man Restaurant		Ashland, NH	968-7030	
Dunkin donuts	Chris/Shelly Swanson	Plymouth, NH	536-7622	
Dunkin Donuts	Chris/Shelly Swanson	Ashland, NH	968-9083	
Golden Pond Country Store	Steve Merrill	Holderness, NH	968-3434	
Subway		Plymouth, NH	536-3434	
Village Pizza & Gill		Ashland, NH	968-9689	
Walters Basin		Holderness, NH	968-4412	
<b>Fuel (Gas, Diesel, Home Heating, Propane)</b>				
Citgo Big Apple		Holderness, NH	536-3948	
Cumberland Farms		Ashland, NH	968-3379	
Dead River Co.		Plymouth, NH	745-3234	
Eastern Propane		Loudon, NH	800-470-4445 Ext. 4200	
Fullers Heating Oil		Moultonborough, NH	253-6600	
Golden Pond Country Store		Holderness, NH	968-3434	
Irving Mainway		Holderness, NH	536-4251	
<b>Funeral Home</b>				
Dupuis Funeral Home		Ashland, NH	968-3372	
Mayhew Funeral Home		Plymouth, NH	536-3163	
<b>Generators</b>				
Ashland Lumber		Ashland, NH	968-7626	
Rands Hardware		Plymouth, NH	536-1000	
MB Tractor		Plymouth, NH	536-2433	
<b>Gravel, Sand, etc.</b>				
Campton Sand & Gravel		Campton, NH	726-8982	
LE Johnson		Campton, NH	726-7011	
ME Johnstoon		Concord, NH	753-8353	
ME Latulippe		Ashland, NH	968-7332	
<b>Heavy Equipment</b>				
M.E. Latulippe		Ashland, NH	968-7333	

Business/Agency	Contact	Location	Phone	Cell
Don Latulippe		Ashland, NH	536-5200	
Bourne Construction		Holderness, NH	707-0769	
Adrian Excavation		Holderness, NH	279-6166	
Randy Eastman		Holderness, NH	279-9973	707-7114
<b>Lodging</b>				
Boulders Motel		Holderness, NH	968-3700	
Cottage Place		Holderness/Ashland	968-7116	
Manor on Golden Pond		Holderness, NH	968-3348	
Squam Lake Inn		Holderness, NH	968-4417	
Comfort Inn		Ashland, NH	968-7668	
White Oak Motel		Holderness, NH	968-3673	
Yankee Trail Motel		Holderness, NH	968-3535	
<b>News Media</b>				
Record Enterprise		Plymouth, NH	279-4516	
Laconia Citizens		Laconia, NH	524-3800	
<b>Rotary, Masons &amp; Other Clubs &amp; Service Agencies</b>				
Plymouth Elks Club		Holderness, NH	Emg. #536-1626	536-9894
Masonic Lodge		Holderness, NH	536-2807	
Plymouth Rotary	Scott King	Plymouth, NH	279-7966	
<b>Rubbish Haulers</b>				
Waste Management		Londonderry	800-443-5515	
Beadles Trucking		Ashland, NH	968-7853	
<b>Schools</b>				
Plymouth State University	Switchboard	Plymouth, NH	535-5000	
Holderness Central School	William VanBennekum	Holderness, NH	536-2538	
Holderness Private School	Stephan, Solberg	Holderness, NH	536-1748	
<b>Snowmobiles &amp; ATVs</b>				
NH Fish & Game			271-3421	
<b>State &amp; Federal Agencies</b>				
DRED NH Forests & Lands	Brad Simpkins	Concord, NH	271-2214	
Homeland Security	24-Hour Duty Officer	Concord, NH	800-852-3792	
Homeland Security	State EOC	Concord, NH	800-852-3792	
Homeland Security	Paul Hatch, Field Rep	Concord, NH	223-3635	419-9407
NH 12 <sup>th</sup> (CST) Civilian Support Team	National Guard	Central, NH	Admin.225-1876/1839	Op.225-1835/1834
NH DOT (local)		DOT- Gilford	524-6667	
NH Highway Department (DOT)		Concord, NH	271-3734	
NH State Police	Duty Officer	Concord, NH	271-3636; 800-525-5555	
Public Health Network of Central NH	Donna Quinn	536-1731		

Business/Agency	Contact	Location	Phone	Cell
State Fire Marshall		Concord, NH	271-3294	
USDA-FS; Fire Planner	Erin Lane	Campton	536-6260	393-0372
USDA-FS; Forest Technician	John Neely	Campton	536-6261	
<b>Towing</b>				
Buskey's Towing		Ashland	968-7044	
Kirks Truck Auto Tire ctr.		Holderness	536-1035	
H&M Towing		New Hampton	744-9884	
<b>Towns (area)</b>				
Ashland Town Hall		Ashland, NH	968-4432	
Campton Town Hall		Campton	726-3223	
Center Harbor Town Hall		Center Harbor	253-4561	
Meredith Town Hall		Meredith, NH	279-4538	
Plymouth Town Hall		Plymouth, NH	536-1732	
<b>Tree Service</b>				
Hixon Logging & Tree Removal		Holderness, NH	536-3509	254-5128
JD Brandin		Holderness	234-2983	
Lucas Tree Experts		Plymouth, NH	536-1166	
Top Notch Tree Experts		Campton, NH	726-3089	
<b>TV &amp; Radio</b>				
LNH 98.3 FM		Gilford, NH	524-3698	877-611-9564
NPR 103.9 FM		Plymouth, NH		
WMUR News 9		Manchester, NH	669-9999	
<b>Utilities (Electric, Phone)</b>				
Fairpoint			866-534-2944	
NH Electric Coop			800-698-2007	800-343-6432
PSNH			800-662-7764	
PSNH Municipal Emergency			800-386-4086	
Time Warner Cable			800-627-2288	
Verizon			555-1515	

**ALPHABETICAL RESOURCE INVENTORY LIST**

Business/Agency	Contact	Location	Phone	Cell	Category
<b>A-B</b>					
3 G Construction	Stan Graton	Holderness, NH	443-3932		Cranes & Riggings
Adrian Excavating & Blasting		Holderness, NH	279-6166		Blasting Contractor & Heavy Equipment
American Red Cross	Ian Dyar		800-262-2442	225-6697	American Red Cross
Annie's Overflow	Ann currier	Plymouth, NH	536-5817		Food
Ashland House of Pizza		Ashland, NH	968-3686		Food
Ashland Lumber		Ashland, NH	968-7626		Generators
Ashland Town Hall		Ashland, NH	968-4432		Area Towns
Asquam Marina	Kent Smith	Holderness, NH	968-9445		Boats
Beadles Trucking		Ashland, NH	968-7853		Rubbish Haulers
Boulders Motel		Holderness, NH	968-3700		Lodging
Bourne Construction		Holderness, NH	707-0769		Heavy Equipment
Burger King		Ashland, NH	968-7206		Food
Buskey's Towing		Ashland	968-7044		Towing
<b>C-D</b>					
Campton Sand & Gravel		Campton, NH	726-8982		Gravel, Sand, etc.
Campton Town Hall		Campton	726-3223		Area Towns
Carroll Concrete Co		Woodsville, NH	747-2775		Concrete
CC&C	Wes Peoples	Holderness, NH	968-9049		Cranes & Riggings
Center Harbor Town Hall		Center Harbor	253-4561		Area Towns
Citgo Big Apple		Holderness, NH	536-3948		Fuel (Gas, Diesel, Home Heating, Propane)
Comfort Inn		Ashland, NH	968-7668		Lodging
Common Man Express Deli		Ashland, NH	968-2328		Food
Common Man Restaurant		Ashland, NH	968-7030		Food
Cottage Place		Holderness/Ashland	968-7116		Lodging
County Sheriff	Doug Dutile	N. Haverhill, NH	787-2111	Emer. # 787-6911	County

Business/Agency	Contact	Location	Phone	Cell	Category
Cumberland Farms		Ashland, NH	968-3379		Fuel (Gas, Diesel, Home Heating, Propane)
Currier & Sons		Holderness, NH	968-3107		Auto Parts & Service
Dartmouth Hitchcock Air Response Team (DART)		Hanover, NH	800-650-3222		EMS & Medical
Dead River Co.		Plymouth, NH	745-3234		Fuel (Gas, Diesel, Home Heating, Propane)
Degrace Contracting LLC	Jim Degrace	Holderness, NH	968-7041		Contractors
Don Latulippe		Ashland, NH	536-5200		Heavy Equipment
DRED NH Forests & Lands	Brad Simpkins	Concord, NH	271-2214		State & Federal Agencies
Dunkin Donuts/Ashland	Chris/Shelly Swanson	Ashland, NH	968-9083		Food
Dunkin Donuts/Plymouth	Chris/Shelly Swanson	Plymouth, NH	5367622		Food
Dupuis Funeral Home		Ashland, NH	968-3372		Funeral Home
<b>E-K</b>					
Eastern Propane		Loudon, NH	800-470-4445 Ext. 4200		Fuel (Gas, Diesel, Home Heating, Propane)
Fairpoint			866-534-2944		Utilities (Electric, Phone)
Fullers Heating Oil		Moultonborough, NH	253-6600		Fuel (Gas, Diesel, Home Heating, Propane)
Homeland Security	24-Hour Duty Officer	Concord, NH	800-852-3792		State & Federal Agencies
Homeland Security	State EOC	Concord, NH	800-852-3792		State & Federal Agencies
Homeland Security	Paul Hatch, Field Rep	Concord, NH	223-3635	419-9407	State & Federal Agencies
Irving Mainway		Holderness, NH	536-4251		Fuel (Gas, Diesel, Home Heating, Propane)



Business/Agency	Contact	Location	Phone	Cell	Category
JD Brandin		Holderness	234-2983		Tree Service
Jehovah's Witnesses		Holderness, NH	279-0090		Church
Jeremy Hiltz Construction		Holderness, NH	968-32-62		Contractors
JMS Concrete		Bristol, NH	744-8545		Concrete
Kirks Truck Auto Tire ctr.		Holderness	536-1035		Towing
K-Mac Builders Inc.	Kevin McBournie	Holderness, NH	968-9339		Contractors
<b>L-M</b>					
Laconia Citizens		Laconia, NH	524-3800		News Media
Lakes Region Fire Mutual Aid	Jim Hayes	Laconia	528-9111		Fire Mutual Aid
LE Johnson		Campton, NH	726-7011		Gravel, Sand, etc.
LNH 98.3 FM		Gilford, NH	524-3698	877-611-9564	TV & Radio
Lucas Tree Experts		Plymouth, NH	536-1166		Tree Service
M.E. Johnstoon		Concord, NH	753-8353		Gravel, Sand, etc.
M.E. Latulippe		Ashland, NH	968-7333		Heavy Equipment
M.E. Latulippe		Ashland, NH	968-7332		Gravel, Sand, etc.
Manor on Golden Pond		Holderness, NH	968-3348		Lodging
Masonic Lodge		Holderness, NH	536-2807		Rotary, Masons & Other Clubs & Service Agencies
Mayhew Funeral Home		Plymouth, NH	536-3163		Funeral Home
MB Tractor		Plymouth, NH	536-2433		Generators
Meredith Town Hall		Meredith, NH	279-4538		Area Towns
<b>N-O</b>					
NAPA-Meredith		Meredith, NH	279-4824		Auto Parts & Service
NAPA-Plymouth		Plymouth, NH	536-1554		Auto Parts & Service
NH 12 <sup>th</sup> (CST) Civilian Support Team	National Guard	Central, NH	Admin.225-1876/1839	Op.225-1835/1834	State & Federal Agencies
NH Electric Coop			800-698-2007	800-343-6432	Utilities (Electric, Phone)

Business/Agency	Contact	Location	Phone	Cell	Category
NH Fish & Game	Brian Abrams	Concord, NH	271-3422; 271-3421		Boats, Divers, Snowmobiles & ATVs
NH Highway Department (DOT)		Concord, NH	271-3734		State & Federal Agencies
NH Highway Department (DOT-Local)		DOT- Gilford	524-6667		State & Federal Agencies
NH Marine Patrol			293-3037		Boats
NH State Police	Duty Officer	Concord, NH	271-3636; 800-525- 5555		Divers & State & Federal Agencies
NPR 103.9 FM		Plymouth, NH			TV & Radio
<b>P-R</b>					
Person's Concrete		Sanbornton, NH	524-4434		Concrete
Plymouth Dispatch		Plymouth, NH	536-1626; 536-1804		Fire Mutual Aid
Plymouth Elks Club		Holderness, NH	Emg. #536- 1626	536- 9894	Rotary, Masons & Other Clubs & Service Agencies
Plymouth Fire/EMS		Plymouth, NH	536-1253		Fire Mutual Aid
Plymouth Rotary	Scott King	Plymouth, NH	279-7966		Rotary, Masons & Other Clubs & Service Agencies
Plymouth State University	Switchboard	Plymouth, NH	535-5000		School
Plymouth Town Hall		Plymouth, NH	536-1732		Area Towns
PSNH			800-662- 7764		Utilities (Electric, Phone)
PSNH Municipal Emergency			800-386- 4086		Utilities (Electric, Phone)
Public Health Network of Central NH	Donna Quinn	536-1731			State & Federal Agencies
Rands Hardware		Plymouth, NH	536-1000		Generators
Randy Eastman		Holderness, NH	279-9973	707- 7114	Heavy Equipment

Business/Agency	Contact	Location	Phone	Cell	Category
Record Enterprise		Plymouth, NH	279-4516		News Media
River Edge		Ashland, NH	968-4411		Boats
Royea Auto Wrecking		Holderness, NH	279-4421		Auto Parts & Service
<b>S-T</b>					
Sharpe Construction LLC	Jason/Eric Sharpe	Holderness, NH	968-3790	254-6512	Contractors
Speare Memorial Hospital	Switchboard	Plymouth, NH	536-1120		EMS & Medical
Squam Boats		Holderness, NH	968-7721		Boats
Squam Lake Automotive		Holderness, NH	968-7001		Auto Parts & Service
Squam Lake Inn		Holderness, NH	968-4417		Lodging
State Fire Marshall		Concord, NH	271-3294		State & Federal Agencies
Subway		Plymouth, NH	536-3434		Food
TB Crane Service	Trapper Brown	Holderness, NH	536-1463		Cranes & Riggings
Time Warner Cable			800-627-2288		Utilities (Electric, Phone)
Top Notch Tree Experts		Campton, NH	726-3089		Tree Service
Twin State Mutual Aid		Haverhill			Fire Mutual Aid
<b>U-Z</b>					
USDA-FS; Fire Planner	Erin Lane	Campton	536-6260	393-0372	State & Federal Agencies
USDA-FS; Forest Technician	John Neely	Campton	536-6261		State & Federal Agencies
Verizon			555-1515		Utilities (Electric, Phone)
Village Pizza & Gill		Ashland, NH	968-9689		Food
Walters Basin		Holderness, NH	968-4412		Food
Waste Management		Londonderry	800-443-5515		Rubbish Haulers
White Oak Motel		Holderness, NH	968-3673		Lodging
WMUR News 9		Manchester, NH	669-9999		TV & Radio
Yankee Trail Motel		Holderness, NH	968-3535		Lodging

PAGE INTENTIONALLY  
LEFT BLANK

## CHAPTER 9 – ADMINISTRATIVE ANNEX

### Table of Contents

RECORD OF REVISIONS & CHANGES.....	207
STATEMENT OF ADOPTION .....	207
SIGNATORIES TO THE HOLDERNESS EMERGENCY OPERATIONS PLAN .....	208
NIMS RESOLUTION .....	209
DEFINITIONS .....	210
AUTHORITY OF EMERGENCY RESPONSE AGENCIES .....	221
EMERGENCY MANAGEMENT STATUTES .....	224
ANNUAL CONCURRENCE YEAR ONE – APRIL 2014 .....	227
ANNUAL CONCURRENCE YEAR TWO – APRIL 2015.....	229
ANNUAL CONCURRENCE YEAR THREE – APRIL 2016 .....	231
ANNUAL CONCURRENCE YEAR FOUR – APRIL 2017 .....	233

PAGE INTENTIONALLY  
LEFT BLANK

**RECORD OF REVISIONS & CHANGES**

Emergency Management Plan:	2007
Emergency Operations Plan (This Plan; ESF Format):	2013

**STATEMENT OF ADOPTION**


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

The stated purpose of this plan and associated supporting documents is to facilitate the delivery of local government, community, and mutual aid resources, and to provide needed assistance and relief to disaster victims and the community at large. As no community has the resources to manage a major emergency without outside assistance, this plan represents the Town's best intentions to deal with disaster within the framework of community-wide cooperation, and statewide coordination.

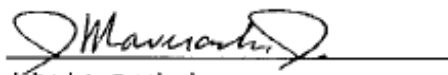
The adoption of this plan nullifies all previously adopted Emergency Operations Plans for the Town of Holderness, NH.

**Statement of Adoption**


Adopted this day, the 25th of March, 2013

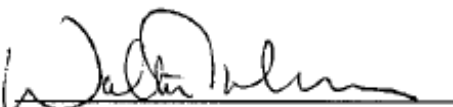
  
Peter Webster  
Chairman of the Board of Selectmen

  
Shelagh Connelly  
Member of the Board of Selectmen

  
John Laverack, Jr.  
Member of the Board of Selectmen

  
Jill White  
Member of the Board of Selectmen






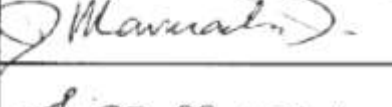
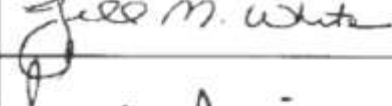
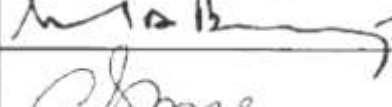


  
Samuel Brickley  
Member of the Board of Selectmen

  
Walter Johnson  
EMD & Town Administrator

\*Signatures are scanned-original signatures on file.

**SIGNATORIES TO THE HOLDERNESS EMERGENCY OPERATIONS PLAN**

The signatures below indicate the signee has read the Holderness Emergency Operations Plan 2013 and understands his/her responsibilities as outlined in the Plan.

Name	Position	Signature	Date
<b>The signatures below indicate the signee has read the Holderness Emergency Operations Plan 2013 and understands his/her responsibilities as outlined in the Plan.</b>			
Walter Johnson	Emergency Management Director; Town Administrator; Health Officer		3.25.13
Earl Hansen	Deputy Emergency Management Director		
Eleanor Mardin	Fire Chief		3-28-13
Jake Patridge	Police Chief		
Peter Webster	Select Board - Chair		
Shelagh Connelly	Select Board Member		3/26/13
John W. Laverack, Jr.	Select Board Member		3.25.13
Jill White	Select Board Member		3/25/13
Samuel Brickley	Select Board Member		3.27.13
Amy Sharpe	Municipal Secretary		3/26/13
Kevin Coburn	Road Agent		4/1/13
Bob Miller	Holderness Central School Liaison		
Krystal Alpers	Welfare Officer		

\*Signatures are scanned-original signatures on file.



**NIMS RESOLUTION****Adoption of the National Incident Management System**

It is hereby resolved by the Town of Holderness, 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

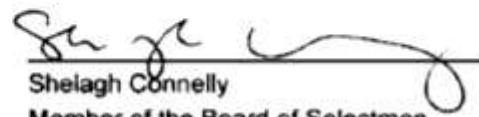
WHEREAS; Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies.

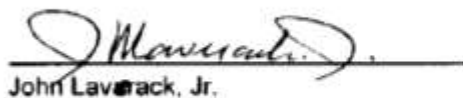
THEREFORE; it shall be the public policy of this municipality to adopt the NIMS concept of emergency planning and unified command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

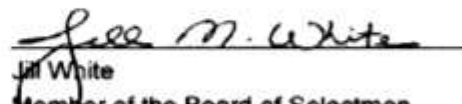
**National Incident Management System (NIMS)**

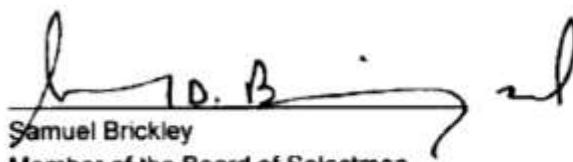
Adopted this day, the 25th of March, 2013

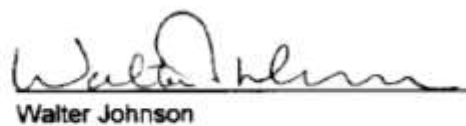
  
Peter Webster  
Chairman of the Board of Selectmen

  
Shelagh Connelly  
Member of the Board of Selectmen

  
John Lavarack, Jr.  
Member of the Board of Selectmen

  
Jill White  
Member of the Board of Selectmen

  
Samuel Brickley  
Member of the Board of Selectmen

  
Walter Johnson  
EMD & Town Administrator

\*Signatures are scanned-original signatures on file.

## 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** – A Civil Disturbance is 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 1TBD). 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 1TBD.)

**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 & Medical Services* through FEMA. The DMORT is responsible for maintaining temporary morgues, victim identification and processing, preparing, and disposing of remains. DMORT also provides technical assistance and personnel to recover, identify, and process deceased victims.

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

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

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

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

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

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

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

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

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

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

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

**Emergency Response Team (ERT)** – FEMA group, composed of a headquarters element and a regional element that is deployed by the Director, 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, or aircraft, or any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any vessel. For the purpose of the emergency release notification, the term includes motor vehicles, rolling stock, and aircraft.

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

**Federal Response Plan (FRP)** – The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management (Source: FRP Terrorism Incident Annex, April 1TBD).

**Fixed Nuclear Facility (FNF)** – A fixed nuclear facility may be 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 specific of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF template labeled Specialized Units/Teams.

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

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

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

**Hazardous Material (HazMat)** – A hazard material is any 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 Incident Command Post is the location where primary command functions are made. This 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)** – An Incident Command System is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as situation requires larger resource, without requiring new, reorganized command structure.

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



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

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

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

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

**Lead Agency** – The federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the federal response in a specific functional area. The FBI is the lead agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

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

**Local Emergency Management Director/Coordinator** – The local government official responsible for the emergency management program at the local 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 Mutual Aid Agreement is 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)** – The National Disaster Medical System is 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 National Emergency Operations Center is an EOC for DHS/FEMA, which provides a centralized point of direction and control for federal response operations. The NEOC was formerly known as the National Interagency Emergency Operations Center (NIEOC).

**National Flood Insurance Program (NFIP)** – The National Flood Insurance Program is a federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

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

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



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

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

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

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

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

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

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

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

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

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

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

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

**Primary Agency** – The Primary Agency is 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.

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

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

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

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

**Response** – Response is the actual provision of emergency services during a disaster. These activities can reduce casualties, limit damage, and help to speed recovery. Response activities include directing emergency operations, evacuation, shelter, and other protective measures.

**Revised Statutes Annotated (RSAs)** – The specific form of State Law, codified and recorded for reference.

**Shelter** – A facility to house, feed, and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

**Staging Area (SA)** – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

**Standard Operating Guide (SOG)** – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).

**Standard Operating Procedures (SOP)** – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

**State Coordinating Officer (SCO)** – The representative of the Governor (usually the Director/Coordinator of Emergency Management) who coordinates the state response and recovery activities with those of the Federal Government. See GAR Governor's Authorized Representative.

**State Emergency Response Commission (SERC)** – Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing local Emergency Planning Committees (LEPC).

**State Emergency Response Team (SERT)** – A team of senior representatives of state agencies, state level volunteer organizations, and state level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

**State Warning Point (SWP)** – The state facility (NH State Police Communications Center) that receives warnings and other emergency information over NAWAS and relays this information in accordance with current directives.

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

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

**Terrorism** – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United

States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

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

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

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

**Weapon of Mass Destruction** – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 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.

**AUTHORITY OF EMERGENCY RESPONSE AGENCIES**

Position/Agency	Authorities	Authority
Governor	★ Delegation of Authority to BEM Director.	RSA 21 P-37
	★ Declaration of State of Emergency.	
	★ Ordering Evacuation.	
	★ Ordering other Protective Actions.	
Department of Agriculture	★ Regulation of Food Handling, Preparation, Storage, & Distribution.	RSA 426
	★ Environmental Sampling.	RSA 107
Department of Education	★ Assist in Coordination of Emergency Response Activities of School Districts.	RSA 21
Department of Employment Security	★ Actions & Provisions as Specified in the Disaster Relief Act of 1974.	RSA 108
Department of Environmental Services	★ Control of Public Water Supplies.	RSA 149
	★ Environmental Sampling.	
Department of Health & Human Services: <u>Division of Community &amp; Public Health Services</u>	★ Radiological Waste Disposal.	RSA 125
	★ Transportation of Patients and Use of Vehicles as Ambulances.	RSA 151
	★ Response Expenses.	RSA 161
	★ Reciprocal Agreements.	
<u>Division of Human Services</u>	★ Emergency Social Services.	RSA 161
	★ Referral services for Evacuees.	
	★ Emergency Shelter.	RSA 126
Department of Resource & Economic Development	★ Access & Traffic Control in State Parks & Forests.	RSA 218 RSA 12
Department of Safety <u>Division of Fire Safety &amp; Emergency Management</u>	★ Direction of Emergency Response Organization.	RSA 21
	★ Control of Emergency Communications.	

Position/Agency	Authorities	Authority
	★ Request Federal and Regional Assistance.	
	★ Actions & Provisions of the Disaster Relief Act of 1974.	RSA 108
	★ NH Radiological Emergency Response Plan.	RSA 21/125
<u>Pupil Transportation</u>	★ Direct Resources of Bus Services.	RSA 265
<u>State Police</u>	★ Access Control.	RSA 106
	★ Support to Local Police.	
	★ Support to Traffic Control.	
	★ Crime Prevention & Control.	
	★ Request for Regional Law Enforcement Assistance.	NESPAC
<u>Emergency Management</u>	★ Local Organization for Emergency Management	21-P:39
	★ Immunity and Exemption	21-P:41
<b>*RSA = (New Hampshire Revised Statutes Annotated) of the State Emergency Management Act</b>		
Department of Transportation	★ Utilize Traffic Control Devices.	RSA 228
	★ Clearing Roads of Vehicles, Debris, & Snow.	
	★ Installing Evacuation Route Signs.	
Fish & Game Department	★ Support DPHS Special Environmental Sampling & Monitoring of Shellfish.	RSA 206
	★ Access & Traffic Control in Remote Areas.	RSA 211
	★ Notification & Evacuation of Individuals in Outdoor Recreational Areas.	RSA 208
NH National Guard	★ Mobilization of Reserves for Protracted Emergency Period.General Support.	RSA 110

Position/Agency	Authorities	Authority
Public Utilities Commission	★ Consider Implementation of Emergency Regulations.	RSA 107:B
	★ Provide State Emergency Response Organization additional Nuclear Facility Onsite Information.	
	★ Monitor Performance of Utilities Emergency Response.	
Civil Air Patrol	★ Transportation of Passengers & Equipment.	LOA
	★ Aerial Reconnaissance of Surface Traffic.	
	★ Air & Ground Search and Rescue.	
	★ Airborne Damage Assessment.	
	★ Aerial Radiological Monitoring.	
	★ Radio Communication Support.	
	★ Courier & Message Service.	
U.S. Coast Guard	★ Controlling Access to EPZ by Sea.	Title 33, CFR Parts 165.20 & 160.111
	★ Marine Emergency Notification to Commercial & Pleasure Craft.	
Federal Agencies	★ Authorities of Public Law 93-288, as amended, <i>the Robert T. Stafford Disaster Relief &amp; Emergency Assistance Act.</i>	PL 93-288
<b>*RSA = (New Hampshire Revised Statutes Annotated) of the State Emergency Management Act</b>		

## **EMERGENCY MANAGEMENT STATUTES**

### **21-P: 34 Purposes**

The emergency management powers are conferred upon the governor and upon other executive heads of governing bodies of the state; the creation of local organizations for emergency management in the political subdivisions of the state is authorized

### **21-P: 35 Definitions**

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

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

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

### **21-P: 39 Local Organizations for Emergency Management**

- I. Each political subdivision of the state shall establish a local organization for emergency management in accordance with the state emergency management plan and program. Each local organization for emergency management shall have a local director who shall be appointed and removed by the board of selectmen who shall have direct responsibility for the emergency management. The appointing authority may appoint one of its own members or any other citizen or official to act as local director and shall notify the state director in writing of such appointment.
- II. Until a local director has been appointed, the chief elected official shall be directly responsible for the organization, administration, and operation of such local organization for emergency management.
- III. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P: 35, V occurs may enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property, and providing emergency assistance to the victims of such disaster. Each political subdivision may exercise the powers vested under this section in the light of the exigencies of the extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law, excepting mandatory constitutional requirements, pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, and the appropriation and expenditure of public funds.



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

- I. Neither the state nor any of its political subdivisions nor any agency of the state or political subdivision, nor any private corporations, organizations, or agencies, nor any emergency management worker complying with or reasonably attempting to comply with this subdivision, or any order or rule adopted or regulation promulgated pursuant to the provisions of this subdivision, or pursuant to any ordinance relating to precautionary measures enacted by any political subdivision of the state, shall be liable for the death of or injury to persons, or for damage to property, as a result of any such activity. The provisions of this section shall not affect the right of any person to receive benefits to which he or she would otherwise be entitled under this subdivision, under the workers ' compensation law, or under any retirement law, or the right of any such person to receive any benefits or compensation under any act of Congress.
- II. Any requirement for a license to practice any professional, mechanical, or other skill shall not apply to any authorized emergency management worker who shall, in the course of performing his or her duties as such, practice such professional, mechanical, or other skill during an emergency.
- III. As used in this section the term "emergency management worker" includes any full or part-time paid, volunteer, or auxiliary employee of this state, other states, territories, possessions, the District of Columbia, the federal government, any neighboring country, or of any political subdivision of such entities, or of any corporation, agency or organization, public or private, performing emergency management services at any place in this state subject to the order or control of, or pursuant to a request of, the state government or any of its political subdivisions.

**21-P: 47 Penalty**

If any person violates or attempts to violate any order, rule, or regulation made pursuant to this subdivision, such person shall be guilty of a misdemeanor.

PAGE INTENTIONALLY  
LEFT BLANK

**ANNUAL CONCURRENCE YEAR ONE – APRIL 2014**

The Town of Holderness, NH shall execute this page annually by the members of the new governing body at their first organizational meeting.

Holderness, NH  
Emergency Operations Plan

Date \_\_\_\_\_

**Reviewed and Approved by the Emergency Management Director (EMD)**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Emergency Management Director*

**Concurrence of Approval by the Board of Selectmen**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Select Board Chair*

**EOC Alert List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

**Resource Inventory List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

***Please use reverse side for additional notes*** 

[illegible]

**ANNUAL CONCURRENCE YEAR TWO – APRIL 2015**

The Town of Holderness, NH shall execute this page annually by the members of the new governing body at their first organizational meeting.

Holderness, NH  
Emergency Operations Plan

Date \_\_\_\_\_

**Reviewed and Approved by the Emergency Management Director (EMD)**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Emergency Management Director*

**Concurrence of Approval by the Board of Selectmen**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Select Board Chair*

**EOC Alert List Review & Update (EMD):**

\_\_\_\_\_  
*Date*                      *Initials*

**Resource Inventory List Review & Update (EMD):**

\_\_\_\_\_  
*Date*                      *Initials*

**Please use reverse side for additional notes** 

[illegible]

**ANNUAL CONCURRENCE YEAR THREE – APRIL 2016**

The Town of Holderness, NH shall execute this page annually by the members of the new governing body at their first organizational meeting.

Holderness, NH  
Emergency Operations Plan

Date \_\_\_\_\_

**Reviewed and Approved by the Emergency Management Director (EMD)**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Emergency Management Director*

**Concurrence of Approval by the Board of Selectmen**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Select Board Chair*

**EOC Alert List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

**Resource Inventory List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

***Please use reverse side for additional notes*** 

[illegible]



**ANNUAL CONCURRENCE YEAR FOUR – APRIL 2017**

The Town of Holderness, NH shall execute this page annually by the members of the new governing body at their first organizational meeting.

Holderness, NH  
Emergency Operations Plan

Date \_\_\_\_\_

**Reviewed and Approved by the Emergency Management Director (EMD)**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Emergency Management Director*

**Concurrence of Approval by the Board of Selectmen**

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_  
*Select Board Chair*

**EOC Alert List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

**Resource Inventory List Review & Update (EMD):**

\_\_\_\_\_  
*Date*      *Initials*

***Please use reverse side for additional notes*** 

[illegible]

## CHAPTER 10 – ICS & MISCELLANEOUS FORMS

### Table of Contents

ICS FORM 201 - INCIDENT BRIEFING .....	237
ICS FORM 202 – INCIDENT OBJECTIVES .....	241
ICS FORM 203 – ORGANIZATION ASSIGNMENT LIST .....	243
ICS FORM 204 – ASSIGNMENT LIST .....	245
ICS FORM 205 – INCIDENT RADIO COMMUNICATIONS PLAN.....	247
ICS FORM 206 – MEDICAL PLAN .....	249
ICS FORM 209 – INCIDENT STATUS SUMMARY .....	251
ICS FORM 214 – UNIT LOG .....	253
ICS FORM 215 – OPERATION PLANNING WORKSHEET .....	255
AMERICAN RED CROSS – INITIAL INTAKE AND ASSESSMENT TOOL.....	257
AMERICAN RED CROSS – SAFE AND WELL REGISTRATION FORM.....	259

***For additional ICS Forms go to:***

***[http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr\\_Forms.htm](http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm)***

PAGE INTENTIONALLY  
LEFT BLANK

**ICS FORM 201 - INCIDENT BRIEFING**

INCIDENT BRIEFING	1. Incident Name	2. Date Prepared	3. Time Prepared
<b>4. Map Sketch</b>			
ICS Page 1 of 4	5. Prepared by (Name and Position)		

**6. Summary of Current Actions**

--

Page 3

**8. Resources Summary**

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
ICS 201	Page 4			



**ICS FORM 202 – INCIDENT OBJECTIVES**

<b>INCIDENT OBJECTIVES</b>	<b>1. INCIDENT NAME</b>	<b>2. DATE</b>	<b>3. TIME</b>									
<b>4. OPERATIONAL PERIOD (DATE/TIME)</b>												
<b>5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)</b>												
<b>6. WEATHER FORECAST FOR OPERATIONAL PERIOD</b>												
<b>7. GENERAL SAFETY MESSAGE</b>												
<b>8. Attachments (<input checked="" type="checkbox"/> if attached)</b> <table><tr><td><input type="checkbox"/> Organization List (ICS 203)</td><td><input type="checkbox"/> Medical Plan (ICS 206)</td><td><input type="checkbox"/> Weather Forecast</td></tr><tr><td><input type="checkbox"/> Assignment List (ICS 204)</td><td><input type="checkbox"/> Incident Map</td><td></td></tr><tr><td><input type="checkbox"/> Communications Plan (ICS 205)</td><td><input type="checkbox"/> Traffic Plan</td><td></td></tr></table>				<input type="checkbox"/> Organization List (ICS 203)	<input type="checkbox"/> Medical Plan (ICS 206)	<input type="checkbox"/> Weather Forecast	<input type="checkbox"/> Assignment List (ICS 204)	<input type="checkbox"/> Incident Map		<input type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	
<input type="checkbox"/> Organization List (ICS 203)	<input type="checkbox"/> Medical Plan (ICS 206)	<input type="checkbox"/> Weather Forecast										
<input type="checkbox"/> Assignment List (ICS 204)	<input type="checkbox"/> Incident Map											
<input type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan											
<b>9. PREPARED BY (PLANNING SECTION CHIEF)</b>		<b>10. APPROVED BY (INCIDENT COMMANDER)</b>										

PAGE INTENTIONALLY  
LEFT BLANK

**ICS FORM 203 – ORGANIZATION ASSIGNMENT LIST**

<b>ORGANIZATION ASSIGNMENT LIST</b>		<b>1. INCIDENT NAME</b>	<b>2. DATE PREPARED</b>	<b>3. TIME PREPARED</b>
POSITION	NAME	<b>4. OPERATIONAL PERIOD (DATE/TIME)</b>		
<b>5. INCIDENT COMMAND AND STAFF</b>		<b>9. OPERATIONS SECTION</b>		
INCIDENT COMMANDER		CHIEF		
DEPUTY		DEPUTY		
SAFETY OFFICER		a. BRANCH I- DIVISION/GROUPS		
INFORMATION OFFICER		BRANCH DIRECTOR		
LIAISON OFFICER		DEPUTY		
		DIVISION/GROUP		
		DIVISION/ GROUP		
		DIVISION/ GROUP		
		DIVISION/GROUP		
		DIVISION /GROUP		
<b>6. AGENCY REPRESENTATIVES</b>		b. BRANCH II- DIVISIONS/GROUPS		
<b>AGENCY</b>	<b>NAME</b>	BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
<b>7. PLANNING SECTION</b>		c. BRANCH III- DIVISIONS/GROUPS		
CHIEF		BRANCH DIRECTOR		
DEPUTY		DEPUTY		
RESOURCES UNIT		DIVISION/GROUP		
SITUATION UNIT		DIVISION/GROUP		
DOCUMENTATION UNIT		DIVISION/GROUP		
DEMOBILIZATION UNIT		DIVISION/GROUP		
TECHNICAL SPECIALISTS				
<b>8. LOGISTICS SECTION</b>		d. AIR OPERATIONS BRANCH		
CHIEF		AIR OPERATIONS BR. DIR.		
DEPUTY		AIR TACTICAL GROUP SUP.		
		AIR SUPPORT GROUP SUP.		
		HELICOPTER COORDINATOR		
		AIR TANKER/FIXED WING CRD.		
<b>a. SUPPORT BRANCH</b>				
DIRECTOR				
SUPPLY UNIT				
FACILITIES UNIT				
GROUND SUPPORT UNIT				
<b>b. SERVICE BRANCH</b>		<b>10. FINANCE/ADMINISTRATION SECTION</b>		
DIRECTOR		CHIEF		
COMMUNICATIONS UNIT		DEPUTY		
MEDICAL UNIT		TIME UNIT		
FOOD UNIT		PROCUREMENT UNIT		
		COMPENSATION/CLAIMS UNIT		
		COST UNIT		
<b>PREPARED BY (RESOURCES UNIT)</b>				

PAGE INTENTIONALLY  
LEFT BLANK

1. BRANCH		2. DIVISION/GROUP		<b>ASSIGNMENT LIST</b>					
3. INCIDENT NAME				4. OPERATIONAL PERIOD DATE _____ TIME _____					
5. OPERATIONAL PERSONNEL									
OPERATIONS CHIEF _____		DIVISION/GROUP SUPERVISOR _____							
BRANCH DIRECTOR _____		AIR TACTICAL GROUP SUPERVISOR _____							
6. RESOURCES ASSIGNED TO THIS PERIOD									
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR		EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME		
7. CONTROL OPERATIONS									
8. SPECIAL INSTRUCTIONS									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				
PREPARED BY (RESOURCE UNIT LEADER)				APPROVED BY (PLANNING SECT. CH.)			DATE		TIME

PAGE INTENTIONALLY  
LEFT BLANK

**ICS FORM 205 – INCIDENT RADIO COMMUNICATIONS PLAN**

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>			<b>1. Incident Name</b>	<b>2. Date/Time Prepared</b>	<b>3. Operational Period Date/Time</b>
<b>4. Basic Radio Channel Utilization</b>					
<b>System/Cache</b>	<b>Channel</b>	<b>Function</b>	<b>Frequency/Tone</b>	<b>Assignment</b>	<b>Remarks</b>
<b>5. Prepared by (Communications Unit)</b>					

PAGE INTENTIONALLY  
LEFT BLANK



**ICS FORM 206 – MEDICAL PLAN**

<b>MEDICAL PLAN</b>	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period
<b>5. Incident Medical Aid Station</b>				
Medical Aid Stations	Location		Paramedics Yes No	
<b>6. Transportation</b>				
<b>A. Ambulance Services</b>				
Name	Address	Phone	Paramedics Yes No	
<b>B. Incident Ambulances</b>				
Name	Location		Paramedics Yes No	
<b>7. Hospitals</b>				

Name	Address	Travel Air	Time Ground	Phone	Helipad Yes	No	Burn Yes	Center No
8. Medical Emergency Procedures								
Prepared by (Medical Unit Leader)					10. Reviewed by (Safety Officer)			

# ICS FORM 209 – INCIDENT STATUS SUMMARY

INCIDENT STATUS SUMMARY FS-5100-11																											
1. Date/Time				2. Initial <input type="checkbox"/> Update <input type="checkbox"/> Final <input type="checkbox"/>				3. Incident Name								4. Incident Number											
5. Incident Commander				6. Jurisdiction				7. County				8. Type incident				9. Location				10. Started Date/Time							
11. Cause		12. Area Involved		13. % Controlled		14. Expected Containment Date/Time				15. Estimated Controlled Date/Time				16. Declared Controlled Date/Time													
17. Current Threat										18. Control Problems																	
19. Est. Loss				20. Est. Savings				21. Injuries				Deaths				22. Line Built				23. Line to Build							
24. Current Weather WS WD				Temp RH				25. Predicted Weather WS WD				Temp RH				26. Cost to Date				27. Est. Total Cost							
28. Agencies																											
Resources		SR		ST		SR		ST		SR		ST		SR		ST		SR		ST		SR		ST		Totals	
Kind of Resource		SR		ST		SR		ST		SR		ST		SR		ST		SR		ST		SR		ST			
ENGINES																											
DOZERS																											
CREWS		Number of Crews:																									
		Number of Crew Personnel:																									
HELICOPTERS																											
AIR TANKERS																											
TRUCK COS.																											
RESCUE/MED.																											
WATER TENDERS																											
OVERHEAD PERSONNEL																											
TOTAL PERSONNEL																											
30. Cooperating Agencies																											
31. Remarks																											
32. Prepared by								33. Approved by								34. Sent to: Date Time By											

PAGE INTENTIONALLY  
LEFT BLANK

## ICS FORM 214 – UNIT LOG

UNIT LOG		1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators		5. Unit Leader (Name and Position)		6. Operational Period
7. Personnel Roster Assigned				
Name		ICS Position		Home Base
8. Activity Log				
Time	Major Events			
9. Prepared by (Name and Position)				

PAGE INTENTIONALLY  
LEFT BLANK

# ICS FORM 215 – OPERATION PLANNING WORKSHEET

OPERATIONAL PLANNING WORKSHEET																	1. Incident Name				2. Date Prepared Time Prepared				3. Operational Period (Date/Time)							
4. Division/Group or Other Location	5. Work Assignments		Resource (Show Strike Team as ST)																by		Type	6. Reporting Location	7. Requested Arrival Time									
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4														
			Req																													
			Have																													
			Need																													
			Req																													
			Have																													
			Need																													
			Req																													
			Have																													
			Need																													
9. Total Resources - Single			Req																													
			Have																													
			Need																													
Total Resources - Strike Teams			Req																	Prepared by (Name and Position)												
			Have																													
			Need																													

PAGE INTENTIONALLY  
LEFT BLANK



## AMERICAN RED CROSS – INITIAL INTAKE AND ASSESSMENT TOOL

INITIAL INTAKE AND ASSESSMENT TOOL - AMERICAN RED CROSS - U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES			
Date/Time: _____ Shelter Name/City/State: _____ DRO Name/#: _____			
Family Last Name: _____			
Primary language spoken in home: _____			Does the family need language assistance/interpreter?: _____
Names/ages/genders of all family members present: _____			
If alone and under 18, location of next of kin/parent/guardian: _____ If unknown, notify shelter manager & interviewer initial here: _____			
Home Address: _____			
Client Contact Number: _____		Interviewer Name (print name): _____	
<b>INITIAL INTAKE</b>	<b>Circle</b>	<b>Actions to be taken</b>	<b>Include ONLY name of affected family member</b>
1. Do you need assistance hearing me?	YES / NO	If Yes, consult with Disaster Health Services (HS).	
2. Will you need assistance with understanding or answering these questions?	YES / NO	If Yes, notify shelter manager and refer to HS.	
3. Do you have a medical or health concern or need right now?	YES / NO	If Yes, stop interview and refer to HS immediately. If life threatening, call 911.	
4. Observation for the Interviewer: Does the client appear to be overwhelmed, disoriented, agitated, or a threat to self or others?	YES/ NO	If life threatening, call 911. If yes, or unsure, refer immediately to HS or Disaster Mental Health (DMH).	
5. Do you need medicine, equipment or electricity to operate medical equipment or other items for daily living?	YES / NO	If Yes, refer to HS.	
6. Do you normally need a caregiver, personal assistant, or service animal?	YES / NO	If Yes, ask next question. If No, skip next question.	
7. Is your caregiver, personal assistant, or service animal inaccessible?	YES / NO	If Yes, circle which one and refer to HS.	
8. Do you have any severe environmental, food, or medication allergies?	YES / NO	If Yes, refer to HS.	
9. Question to Interviewer: Would this person benefit from a more detailed health or mental health assessment?	YES / NO	If Yes, refer to HS or DMH.	*If client is uncertain or unsure of answer to any question, refer to HS or DMH for more in-depth evaluation.
<b>STOP</b>	<b>STOP HERE!</b>	<b>STOP</b>	REFER to: HS Yes <input type="checkbox"/> No <input type="checkbox"/> DMH Yes <input type="checkbox"/> No <input type="checkbox"/> Interviewer Initial _____
DISASTER HEALTH SERVICES/DISASTER MENTAL HEALTH ASSESSMENT FOLLOW-UP			
ASSISTANCE AND SUPPORT INFORMATION	Circle	Actions to be taken	Comments
Have you been hospitalized or under the care of a physician in the past month?	YES / NO	If Yes, list reason.	
Do you have a condition that requires any special medical equipment/supplies? (Epi-pen, diabetes supplies, respirator, oxygen, dialysis, ostomy supplies, etc.)	YES / NO	If Yes, list potential sources if available.	
Are you presently receiving any benefits (Medicare/Medicaid) or do you have other health insurance coverage?	YES / NO	If Yes, list type and benefit number(s) if available.	
<b>MEDICATIONS</b>	<b>Circle</b>	<b>Actions to be taken</b>	<b>Comments</b>
Do you take any medication(s) regularly?	YES / NO	If No, skip to the questions regarding hearing.	
When did you last take your medication?		Date/Time.	
When are you due for your next dose?		Date/Time.	
Do you have the medications with you?	YES / NO	If No, identify medications and process for replacement.	

**Initial Intake & Assessment Tool – Page Two**

INITIAL INTAKE AND ASSESSMENT TOOL - AMERICAN RED CROSS - U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES			
<b>HEARING</b>	<b>Circle</b>	<b>Actions to be taken</b>	<b>Comments</b>
Do you use a hearing aid and do you have it with you?	YES / NO	If Yes to either, ask the next two questions. If No, skip next two questions.	
Is the hearing aid working?	YES / NO	If No, identify potential resources for replacement.	
Do you need a battery?	YES / NO	If Yes, identify potential resources for replacement.	
Do you need a sign language interpreter?	YES / NO	If Yes, identify potential resources in conjunction with shelter manager.	
How do you best communicate with others?		Sign language? Lip read? Use a TTY? Other (explain).	
<b>VISION/SIGHT</b>	<b>Circle</b>	<b>Actions to be taken</b>	<b>Comments</b>
Do you wear prescription glasses and do you have them with you?	YES / NO	If Yes to either, ask next question. If No, skip the next question.	
Do you have difficulty seeing, even with glasses?	YES / NO	If No, skip the remaining Vision/Sight questions and go to Activities of Daily Living section.	
Do you use a white cane?	YES / NO	If Yes, ask next question. If No, skip the next question.	
Do you have your white cane with you?	YES / NO	If No, identify potential resources for replacement.	
Do you need assistance getting around, even with your white cane?	YES / NO	If Yes, collaborate with HS and shelter manager.	
<b>ACTIVITIES OF DAILY LIVING</b>	<b>Circle</b>	<b>Ask all questions in category.</b>	<b>Comments</b>
Do you need help getting dressed, bathing, eating, toileting?	YES / NO	If Yes, specify and explain.	
Do you have a family member, friend or caregiver with you to help with these activities?	YES / NO	If No, consult shelter manager to determine if general population shelter is appropriate.	
Do you need help moving around or getting in and out of bed?	YES / NO	If Yes, explain.	
Do you rely on a mobility device such as a cane, walker, wheelchair or transfer board?	YES / NO	If No, skip the next question. If Yes, list.	
Do you have the mobility device/equipment with you?	YES / NO	If No, identify potential resources for replacement.	
<b>NUTRITION</b>	<b>Circle</b>	<b>Actions to be taken</b>	<b>Comments</b>
Do you wear dentures and do you have them with you?	YES / NO	If needed, identify potential resources for replacement.	
Are you on any special diet?	YES / NO	If Yes, list special diet and notify feeding staff.	
Do you have any allergies to food?	YES / NO	If Yes, list allergies and notify feeding staff.	
<b>IMPORTANT! HS/DMH INTERVIEWER EVALUATION</b>			
Question to Interviewer: Has the person been able to express his/her needs and make choices?	YES / NO	If No or uncertain, consult with HS, DMH and shelter manager.	
Question to Interviewer: Can this shelter provide the assistance and support needed?	YES / NO	If No, collaborate with HS and shelter manager on alternative sheltering options.	
NAME OF PERSON COLLECTING INFORMATION:	HS/ DMH Signature:		Date:

This following information is only relevant for interviews conducted at HHS medical facilities: Federal agencies conducting or sponsoring collections of information by use of these tools, so long as these tools are used in the provision of treatment or clinical examination, are exempt from the Paperwork Reduction Act under 5 C.F.R. 1320.3(h)(5).

The authority for collecting this information is 42 USC 3009b-11(b) (4). Your disclosure of this information is voluntary. The principal purpose of this collection is to appropriately treat, or provide assistance to, you. The primary routine uses of the information provided include disclosure to agency contractors who are performing a service related to this collection, to medical facilities, non-agency healthcare workers, and to other federal agencies to facilitate treatment and assistance, and to the Justice Department in the event of litigation. Providing the information requested will assist us in properly triaging you or providing assistance to you.

**AMERICAN RED CROSS – SAFE AND WELL REGISTRATION FORM**

American Red Cross  
**Safe and Well Registration Form**

**“Have you contacted your loved ones yet?”**

The American Red Cross can assist you in telling your loved ones that you are safe and well. If you complete this form, your information will be entered into the American Red Cross Safe and Well website at [www.redcross.org/safeandwell](http://www.redcross.org/safeandwell) where your loved ones can search for information about you. Family members or loved ones will enter your name and address or phone number. Results will show your first and last name, the date and time of registration, and the messages you selected to tell your story. Other identifying information, such as your current location, date of birth, email address, and phone number will not be made available to those who search. The American Red Cross may use this information to provide disaster relief services such as family reunification, and may share it with other organizations involved in providing disaster relief.

ARC Instructions for Using Form				
Use this form when there is no internet connectivity available and someone wishes to register on the Safe and Well website. Forms should be taken to the nearest location for data entry into the Safe and Well website. Treat the form as confidential information and shred it following data entry.				
CLIENT INFORMATION				
FIRST NAME (N/A IF REGISTERING AS AN ORGANIZATION)			LAST NAME (OR ORGANIZATION NAME)	
EMAIL ADDRESS (SUGGESTED)			DATE OF BIRTH (SUGGESTED)	
PRE-DISASTER HOME INFORMATION				
PRIMARY PHONE		WORK PHONE (SUGGESTED)		OTHER PHONE (SUGGESTED)
HOME ADDRESS		CITY	STATE	ZIP
BEST CURRENT CONTACT INFORMATION				
ADDRESS		CITY	STATE	ZIP
SAFE AND WELL MESSAGES				
(Check boxes next to the appropriate messages to make your selections)				
<input type="checkbox"/> I am safe and well <input type="checkbox"/> Family and I are safe and well <input type="checkbox"/> Currently at shelter <input type="checkbox"/> Currently at home <input type="checkbox"/> Currently at family member/friend's house <input type="checkbox"/> Currently at a hotel <input type="checkbox"/> I am safe and in the process of evacuating		<input type="checkbox"/> I am evacuating to a shelter <input type="checkbox"/> I am evacuating to the house of a family member/friend <input type="checkbox"/> I have evacuated and I am safe <input type="checkbox"/> I am currently/remaining at home <input type="checkbox"/> Will make phone calls when able <input type="checkbox"/> Will email when able <input type="checkbox"/> Will mail letter/postcard when able		
CUSTOM MESSAGE				
You may also add your own short message, up to 255 characters. Please take care that your message is appropriate for the public, and do not include names or details if doing so could be harmful to you or others.				
For ARC Use Only				
Date and Time Entered	DRO Number /Location		Print Name or Enter DSHR No.	

Rev. 01-11

PAGE INTENTIONALLY  
LEFT BLANK

PAGE INTENTIONALLY  
LEFT BLANK



***Squam Lake, Holderness, NH***  
***Photo Credit: June Garneau***

**Holderness, NH**

Walter Johnson  
Emergency Management Director & Town  
Administrator  
P.O. Box 203  
Holderness, NH 03245  
Holderness@roadrunner.com  
(603) 968-2415

**Mapping and Planning Solutions**

June Garneau  
Owner/Planner  
P.O. Box 283  
Twin Mountain, NH 03595  
jgarneau@mappingandplanning.com  
(603) 846-5720