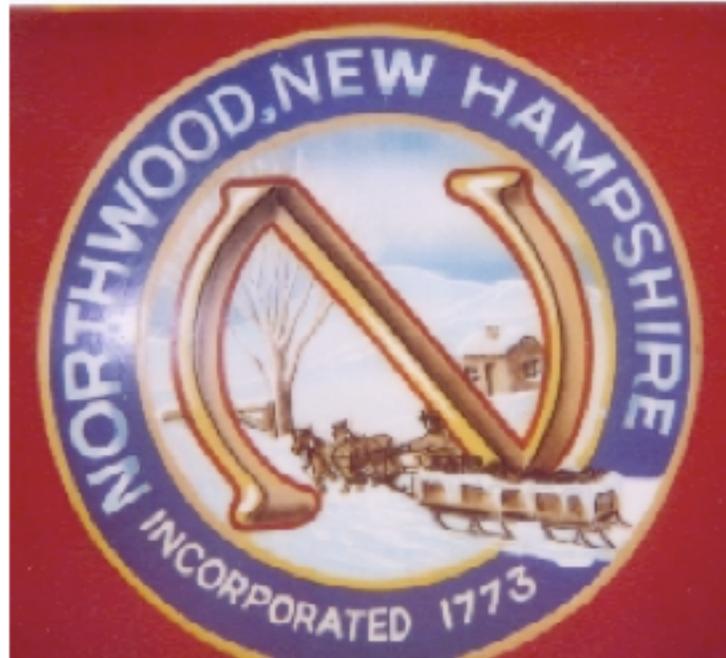


# EMERGENCY OPERATIONS PLAN



**Compiled By:**

*LMK Emergency Planning Associates  
32 Ridgewood Drive  
Bow, NH 03304*

**3/14/11**

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2. Draft #2
3. Draft #3
4. Draft #4

## **FOREWORD**

The Town of Northwood's Emergency Operations Plan (EOP) establishes a framework for Northwood to provide assistance in an expeditious manner to save lives and to protect property in the event of a disaster. The Northwood Office of Emergency Management(Northwood OEM) appreciates the continuing cooperation and support from all departments and agencies and to the volunteer and private organizations, which have contributed to the development and publication of this plan. Northwood has worked with these groups to provide a forum for the departments and agencies with identified responsibilities in the plan to participate in planning and exercise activities in order to develop, maintain and enhance Northwood's response capability.

The purpose of the Northwood EOP is to facilitate the delivery of all types of response assistance to jurisdictions and to help them 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's departments and agencies involved in coordinating the local response activities.

---

Robert Young, Director  
Northwood Emergency Management

## PROMULGATION

This Plan is adopted as the Town of Northwood's Emergency Operations Plan (EOP). It will provide the basis for coordinating protective actions prior to, during and after any type of disaster. The plan was prepared under the guidelines established by the Federal Emergency Management Agency and NH Office of Emergency Management and Homeland Security. This plan becomes effective upon signature of the Board of Selectpersons and supersedes all previous Town of Northwood Emergency Management Plans.

Promulgation, as it relates to the Northwood Emergency Operations Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the **EOP** as the emergency operations plan for the town. The promulgation document should include the signature of the jurisdiction's chief executive.

The promulgation document gives the **EOP** official status and provides both authority and responsibility for organizations to perform their tasks. However, it can be a Resolution or Executive Order adopting the **EOP** as the operations plan for the jurisdiction.

The plan will be supplemented by Standard Operating Guidelines (SOGs) detailing the steps necessary to accomplish assigned responsibilities. Individuals, department heads and organizations will prepare SOGs, which will be maintained by the responsible organization, with the assistance of the Director of Emergency Management.

All individuals, departments, and organizations with responsibilities outlined in this plan shall read and understand their responsibilities as outlined and they shall commit to training, exercises and plan maintenance efforts needed to support this EOP.

*Adopted This \_\_\_\_\_ Day of \_\_\_\_\_, 2011*  
Town of Northwood, New Hampshire  
Board of Selectpersons

Signature: \_\_\_\_\_  
Typed Name: Scott Bryer  
Chairman

Signature: \_\_\_\_\_  
Typed Name: Robert Holden  
Vice-Chairman

Signature: \_\_\_\_\_  
Typed Name: Alden Dill  
Selectperson

Signature: \_\_\_\_\_  
Typed Name: Brent T. Lemire  
Town Administrator

# LOCAL EMERGENCY MANAGEMENT ORDINANCE

## ARTICLE III, Section P: **Emergency Management Office Ordinance**

### SECTION A: Short Title.

This Ordinance shall be known and may be cited and referred to as the "Emergency Management Ordinance of the Town of Northwood."

### SECTION B: Intent and Purpose.

1. It is the intent and purpose of this Ordinance to establish an office that will insure the complete and efficient utilization of all of Northwood's facilities to combat disaster, natural or man-made, enemy attack or other disasters defined here
2. The Northwood Office of Emergency Management will be the coordinating agency for all activities in connection with emergency planning it will be the instrument through which the community officials may exercise the authority and discharge the responsibilities vested in them in RSA, Chapter 107, State of New Hampshire, Civil Defense Act of 1950, as amended, and this Ordinance.
3. This Ordinance will not relieve any Northwood Department of the Town of the moral responsibilities or authority given to it in the Charter or by local Ordinance, nor will it adversely affect the work of any Volunteer agency organized for relief in disaster emergencies.

### SECTION C: Organization and Appointments.

1. The Board of Selectmen is hereby authorized and directed to create an organization for Emergency Management utilizing to the fullest extent the existing agencies within the community. The Selectmen, as governing body of the Town government, shall be responsible for the organization, administration and operation of Emergency forces.
2. The organization shall consist of the following:
  - a. An Office of Emergency Management, an extension of and under the direction of the Selectmen. There shall be an executive head of the Office of Emergency Management, and such assistants and other employees as are deemed necessary for the proper functioning of the organization.
  - b. The employees, equipment and facilities of all Town Departments, boards, institutions and commissions, will participate in the Emergency Management activity. Duties assigned to a department shall be the same or similar to the normal duties of the department, as far as possible.
  - c. Volunteer persons and agencies offering service to, and accepted by, the Town.
3. The Selectmen shall appoint a Coordinator of the Office of Emergency Management who shall be a person well versed and trained in planning operations involving the activities of many different agencies which will operate to protect the public health, safety and welfare in the event of danger from disaster or enemy action as defined by this Ordinance.
4. The Selectmen shall designate and appoint an alternate to assume the emergency duties of the coordinator in the event of his absence or inability to act.

### SECTION D: Emergency Powers and Duties

1. The selectmen, or one of them, may exercise the emergency powers and authority necessary to fulfill their general powers and duties as defined in the Northwood Ordinances. The judgment of the Selectmen shall be the sole criteria necessary to invoke emergency powers provided in the RSAs. Ordinance Code and other appropriate authorities.

- a. During any period when disaster threatens or when the Town has been struck by disaster, within the definition of this Ordinance, the Selectmen may promulgate such regulations as they deem necessary to protect life and property and preserve critical resources. Such regulations may include, but shall not be limited to, the following:
  1. Regulations prohibiting or restricting the movement of vehicles in order to facilitate the work of Emergency Management forces, or to facilitate the mass movement of persons from critical areas within or without the Town.
  2. Regulations pertaining to the movement of persons from areas deemed to be hazardous or vulnerable to disaster
  3. Such other regulations necessary to preserve public peace, health and safety.
  4. Regulations promulgated in accordance with the authority above will be given widespread circulation by proclamations published and uttered by newspaper and radio. These regulations will have the force of Ordinance when duly filed with the Town Clerk and violations will be subject to the penalties provided in Section H of the Town Ordinances.
- b. The Selectmen shall order Emergency Management forces to the aid of other communities when required in accordance with the statutes of the State and they may request the State, or a political subdivision of the State, to send aid to the Town in case of disaster when conditions in the town are beyond the control of the local Emergency Management forces.
- c. The Selectmen may obtain vital supplies, equipment and other properties found lacking and needed for the protection of health, life and property of the people, and bind the Town for the fair value thereof.
- d. The Selectmen may require emergency services of any Town Officer or employees. If regular Town forces are determined inadequate, the Selectmen may require the services of such other personnel as he can obtain that are available, including citizen volunteers. All duly authorized persons rendering emergency services shall be entitled to the privileges and immunities as are provided by state law, the Town Ordinances for regular Town employees and other registered and identified Emergency Management and available, disaster workers and, upon demand, may receive appropriate compensation for their emergency employment.
- e. The Selectmen will cause to be prepared the Basic Plan herein referred to and to exercise their ordinary powers as Selectmen, all of the special powers conferred upon them by any statute, or any other lawful authority.

2. Coordinator of the Office of Emergency Preparedness.

- a. The Coordinator of the Office of Emergency Preparedness shall be responsible to the Selectmen in regard to all phases of the Emergency Management activity. Under the supervision of the Selectmen he shall be responsible for the planning, coordination and operation of the Emergency Management activity in the Town. Under the supervision of the Selectmen he shall maintain liaison with the state and federal authorities and the authorities of other nearby political subdivisions as to insure the most effective operation of the Emergency Management plan. His duties shall include, but not limited to the following:
  1. Coordinating the recruitment of volunteer personnel and agencies to augment the personnel and facilities of Northwood for Emergency Management
  2. Development and coordination of plans for the immediate use of all of the facilities, equipment, manpower and other resources for the purpose of minimizing or preventing damage to persons and property; and protecting and restoring to usefulness governmental services and public utilities necessary for the public health, safety and welfare.
  3. Negotiating and concluding agreement with owners or persons in control of buildings or other properties for the use of such buildings or other property for Emergency Management purposes and designating suitable buildings as public shelters.
  4. Through public informational programs, educating the civilian population as to actions necessary and required for the protection of their persons and property in case of disaster or enemy attack as defined herein, either impending or present.
  5. Conducting public practice alerts to insure the efficient operation of the Emergency Management forces and to familiarize residents with Emergency Management regulations, procedures and operations.
  6. Coordinating the activity of all other public and private agencies engaged in any emergency management activity.
  7. Assuming such authority and conduct such activity as the Selectmen may direct to promote and execute the Emergency Management plan.

SECTION E: Emergency Management Basic Plan.

1. A comprehensive Emergency Management Basic Plan shall be adopted and maintained by resolution of the Selectmen upon the recommendation of the Emergency Management Coordinator. In the preparation of the Plan as it pertains to the Northwood organization it is the intent that the services, equipment, facilities, and personnel of all existing departments and agencies shall be utilized to the fullest extent. When approved, it shall be the duty of all municipal departments and agencies to perform the functions assigned by the Plan and to Maintain their portion of the Plan in a current state of readiness at all times.

The Basic Plan shall be considered supplementary to this Chapter and have the effect of law whenever a disaster, as defined in this Chapter, has been proclaimed.

2. The Selectmen shall prescribe in the Basic Plan those positions within the disaster organization, in addition to their own, for which lines of succession are necessary. In each instance, the responsible person will designate and keep on file with the Selectmen a current list of 3 persons as successors to his position. The list will be in order of succession and will nearly as possible designate persons best capable of carrying out all assigned duties, and functions.

3. Each service chief and department head assigned responsibility in the Basic Plan shall be responsible for carrying out all duties and functions assigned therein. Duties will include the organization and training of assigned employees and volunteers. Each chief shall formulate the operational plan for his service which, when approved, shall be an Annex to and a part of the Basic Plan.

4. Amendments to the Basic Plan shall be submitted to the Selectmen. If approved, such amendments shall take effect 30 days from the date of approval. In the any amendment is pending at the time that a disaster is proclaimed under provision of this Chapter, the amendment will be considered approved immediately and will remain effective unless specifically revoked.

5. When a required competency or skill for a disaster function is not available within the Town, the Selectmen are authorized to seek assistance from persons outside of government. The assignment of duties, when of a supervisory nature, shall also grant authority for the persons so assigned to carry out such duties prior to, during, and after the occurrence of a disaster. Such services from persons outside of government may be accepted by the Town on a volunteer basis. Such citizens shall be enrolled as emergency volunteers in cooperation with the heads of the Northwood departments affected.

6. Some of the duties described to the Selectmen in this section will ordinarily be handled as a matter of routine by the Emergency Management Coordinator - but the responsibility and authority stem from and remain with the Selectmen.

SECTION F: No Municipal or Private Liability.

1. This Ordinance is an exercise by the Town of Northwood of its governmental functions for the protection of the public peace, health, and safety, and neither Northwood nor agents and representatives of said Town or any individual, receiver, firm, partnership, corporation, association, or trustee, or any of the agents thereof in good faith carrying out, complying with or attempting to comply with any order, rule or regulation promulgated pursuant to the provisions of this Ordinance. shall be liable for any damage sustained to persons or property as the result of said activity.

2. Any person owning or controlling real estate or other premises who voluntarily and without compensation grants the Town the right to inspect, designate and use the whole or any part or parts of such real estate or premises for the purpose of shelter persons during an actual, impending or practice disaster or an enemy attack shall not be civilly liable for the death of, or injury to, any persons on or about such real estate or premises under such license, privilege or other permission, or for loss of, or damage to, the property of such person.

SECTION G: Violation of Regulations.

It shall be unlawful for any persons to violate any of the provisions of this Ordinance or of the regulations or plans issued pursuant to the authority contained herein, or to willfully obstruct, hinder or delay any member of the Emergency Management organization as herein defined in the enforcement of the provisions of

this Ordinance of any regulation or plan issued thereunder.

**SECTION H: Penalty.**

Any person, firm or corporation violating any provision of this Ordinance, or any rule or regulation promulgated thereunder, upon conviction thereof, shall be punished by a fine of not more than \$1,000.00 Dollars, and costs of prosecution, or imprisonment in the Rockingham County Jail for a period of not more than ninety (90) days, or both such fine and imprisonment, in the discretion of the court.

**SECTION I: Severability.**

Should any provision of this Ordinance be declared invalid for any reason, such declaration shall not affect the validity of other provisions, or of this Ordinance, as a whole, it being the legislative intent that the provisions of this Ordinance shall be severable and remain valid notwithstanding such declaration.

**SECTION J: Conflicting Ordinances, Orders, Rules and Regulations Suspended.**

At all times when the orders, rules and regulations made and promulgated pursuant to this Article shall be in effect, they shall supersede all existing ordinances, orders, rules and regulations insofar as the latter may be inconsistent therewith.

**SECTION K: Effective Date.**

This Ordinance shall take effect on the 18th day of March, 1989, in accordance with the provisions of Section P, Article III of the Northwood Town Ordinances.

**SECTION L: Definitions.**

1. The following definitions shall apply in the interpretation of this Article:

- a. **Emergency Management.** in its broad meaning Is to carry out the basic government functions of maintaining the public peace, health and safety during an emergency. This shall Include plans and preparations for protection from, and relief, recovery and rehabilitation from, the effects of a natural or man-made disaster on the community. And it shall also Include such activity in connection with an enemy attack as defined herein. It shall not, however, include any activity that is the primary responsibility of the military forces of the United States.
- b. **Disaster** includes but is not limited to actual or threatened enemy attack, sabotage, extraordinary fire, flood, storm, epidemic, radiological incident, or other impending or actual calamity endangering or threatening to endanger health, life or property or constituted government.
- c. **Attack** shall mean a direct or indirect assault against the Town of Northwood, its government, its environs, or of the nation, by the forces of a hostile nation or the agents thereof including assault by bombing, radiological, chemical or biological warfare, or sabotage.
- d. **Emergency Response Resources** shall mean the employees, equipment and facilities of all Northwood departments boards, institutions and commissions. and in addition, it shall include all volunteer personnel, equipment and facilities contributed by, or obtained from, volunteer persons or agencies.
- e. **Volunteer** shall mean contributing a service, equipment or facilities to the civil defense organization without remuneration.
- f. **Emergency Volunteer** shall mean any person duly registered, identified and appointed by the Coordinator of the Office of Emergency Management and assigned to participate in the Emergency Management activity.
- g. **Coordinator** shall mean the Coordinator of the Northwood Office of Emergency Management as prescribed in this Ordinance.
- h. **Regulations** shall include plans, programs and other emergency procedures deemed essential to Emergency Management.

## ANNUAL CONCURRENCE

This plan has been reviewed and approved by the local Emergency Management Organization. This shall be conducted annually before the town meeting. Following the town meeting, the new Board of Selectmen shall execute their concurrent approval at an organizational meeting.

**Name of Community:**

Town of Northwood, New Hampshire

**Reviewed and approved:**

**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Typed Name:** Scott Bryer  
**Title:** Chairman, Board of Selectpersons

**Signature:** \_\_\_\_\_

**Typed Name:** Brent T. Lemire  
**Title:** Town Administrator

**Signature:** \_\_\_\_\_

**Typed Name:** Robert Young  
**Title:** Director of Emergency Management

# **SIGNATORIES TO THE TOWN OF NORTHWOOD EMERGENCY OPERATIONS PLAN**

Explanation: Signatories to the Town of Northwood EOP are affirming that this plan should be updated on an annual basis. Every agency with a primary role in an Emergency Support Function (ESF) should sign this section.

Chairman, Board of Selectman: Scott Bryer \_\_\_\_\_

Town Administrator: Brent T. Lemire \_\_\_\_\_

Director of Emergency Management: Robert Young \_\_\_\_\_

Assistant Emergency Management Director: Kevin D. Madison \_\_\_\_\_

Representative ESFs #s1, 13 & 14  
Police Department: Glen Drolet, Chief \_\_\_\_\_

Representative ESFs #s2, 4, 6, 8, 9 & 10:  
Fire Department: George E. Ashford, Chief \_\_\_\_\_

Representative ESF #3: Highway Department: James Wilson \_\_\_\_\_

Representative ESFs #s5 & 12:  
EMD: Robert Young \_\_\_\_\_

Representative ESF #7: Recycling and Transfer: Steve Preston \_\_\_\_\_

Representative ESF #8: Health Officer: P. Donald Arsenault \_\_\_\_\_

Representative ESFs #s11 & 15:  
Finance Director: Sandy Garrett \_\_\_\_\_

Representative ESF#16: Board of Selectpersons: Alden Dill

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## **DISTRIBUTION LIST**

The following individuals and organizations have received a copy of this Emergency Operations Plan. It is the responsibility of the tasked individuals and organizations to read and understand their responsibilities as outlined. This distribution list will serve as a checklist for distributing later revisions to this plan.

### ***Town of Northwood Officials***

### ***Plan Version***

Director of Emergency Management	Electronic, Hard Copy, Master Copy
Chairman, Board of Selectman	Electronic
Town Administrator	Electronic
Police Chief	Electronic
Fire Chief	Electronic
EMS Coordinator	Electronic
Northwood School Principal	Electronic
School Board Chair	Electronic
Coe-Brown Northwood Academy Headmaster	Electronic
President, Coe-Brown Board of Trustees	Electronic
Public Works Director	Electronic
Planning Board Chair	Electronic
Code Enforcement Officer	Electronic
Finance Director	Electronic
Town Clerk	Electronic
Police Commission	Electronic
Commissioners, Village of Northwood Ridge Water District	Electronic

### ***State of New Hampshire***

NH Office of Emergency Management and Homeland Security	Electronic, Hard Copy
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## I. INTRODUCTION

### A. PURPOSE

Northwood's Emergency Operations Plan (EOP) predetermines, to the extent possible, actions to be taken by emergency organizations of the town and cooperating private institutions to prevent disasters if possible; to reduce the vulnerability of town residents to any disasters that cannot be prevented; to establish capabilities for protecting citizens from the effects of disasters; to respond effectively to the actual occurrence of disasters; and to provide for recovery in the aftermath of any emergency involving extensive damage or other debilitating influence on the normal pattern of life within the community.

The EOP consists of three fundamental components: the basic plan, the emergency support functions (ESFs), and hazard specific annexes. These components are briefly defined as follows:

The Basic Plan provides general background information pertinent to Northwood, its location, potential hazards, emergency response organization and responsibilities, interface with surrounding communities and with State and Federal government and authorities to operate in a disaster.

ESFs provide a description of the functions necessary for a coordinated response to an emergency situation by the community's resource agencies. Each support function focuses on a critical emergency function that Northwood will perform in response to an emergency.

Hazard Specific Annexes have been developed to address special and unique response procedures not included in the ESFs or to meet detailed regulatory requirements. They provide additional detailed information applicable to a particular hazard.

### B. SCOPE

Northwood's EOP:

Addresses the emergencies and disasters likely to occur as described in **The Hazard Mitigation Plan** located in the Annexes of this plan.

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

Comprises all town 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.

- a. Department and agency assignments are based upon their day-to-day responsibilities, statutory/legislative requirements, and/or Federal regulations.
- b. Additional assignments may be made through an executive order (EO), as the situation warrants.

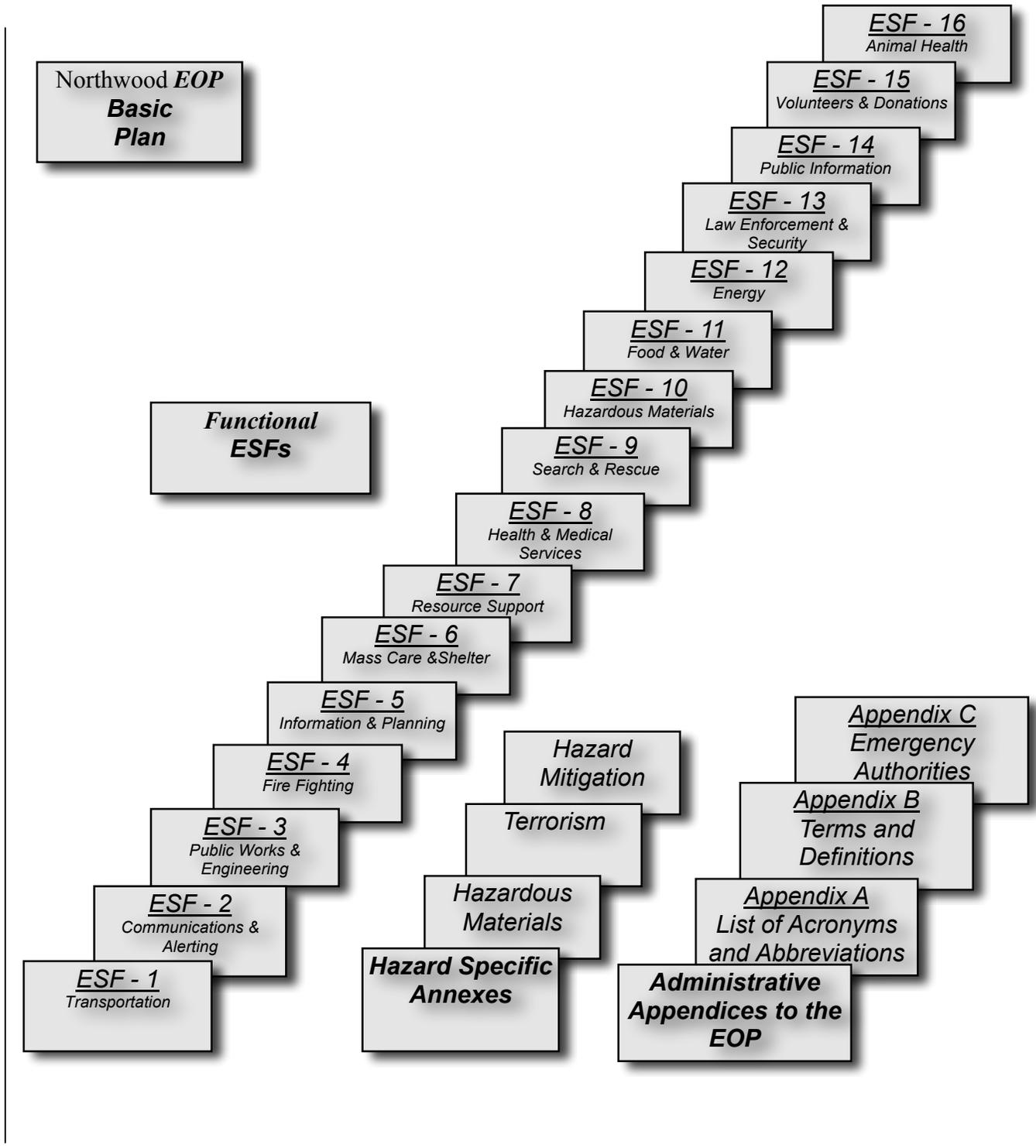
Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.

Describes how national (Federal, and other States) resources will be coordinated to supplement town resources in response to a disaster.

## **C. STRUCTURE**

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

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



**Figure 1: Components of the Northwood EOP**

## D. ESF DESCRIPTIONS

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

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

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

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

***ESF-5, Information and Planning*** – Provides for the overall management and coordination of Northwood's emergency operations in support of local government. Collects, analyzes and disseminates critical information on emergency operations for decision making purposes.

***ESF-6, Mass Care & Shelter*** – Manages and coordinates sheltering, feeding, and first aid for disaster victims. Provides for temporary housing, food, clothing, and special human needs in situations that do not warrant mass-care systems. In the event the local jurisdiction does not have an established Volunteers Active in Disasters (VOAD), this ESF can serve as the likely alternative for managing the receipt and distribution of donated goods and services. Provides assistance in coordinating and managing volunteer resources.

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

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

***ESF- 9, Search & Rescue*** – Provides resources for ground, water, and airborne activities to locate, identify, and remove from a stricken area, persons lost or trapped

in buildings and other structures. Provides for specialized emergency response and rescue operations.

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

***ESF –11, Food*** – Identifies, secures or prepares, and arranges for transportation of food for mass feeding to affected areas following a disaster.

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

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

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

***ESF- 15, Volunteers and Donations*** – Manages the receipt and distribution of donated goods, volunteers, and services to support response operations and relief effort in a disaster.

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

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. SITUATION

1. The Town of Northwood is located in the northern portion of Rockingham County in southeast New Hampshire. Northwood is bordered by the Town of Strafford to the north, the Town of Deerfield to the south, the Town of Nottingham to the west, and the the Towns of Epsom and Pittsfield to the east. The total land area of Northwood is 28.1 square miles with 2.1 square miles of inland water and approximately 56% of the total land area being rural and wooded. The US Census estimates the town's 2009 population to be 4,163. The population increases by 100% in the summer.
2. The Town of Northwood is primarily a rural residential community with a small amount of manufacturing activity a moderate retail sector and a moderately sized business district. The 2009 census says that the town has approximately 2,266 residences. Approximately 28% of the town is residential and 1% consists of industrial and light commercial development. Commercial development is mainly found along Route 4, which is also a major fuel truck pipeline from terminals on the Seacoast and in Rochester to points north and west of town.
3. Northwood's governmental body is a Board of Selectpersons form of Government. The Selectpersons are elected by the voters in March and serve terms of 3 years. Other boards and committees for the town consist of a Planning Board, Zoning Board of Adjustment, Cemetery Board of Trustees, Cable Advisory Committee, Facilities Committee, Police Commission, Conservation Committee, Economic Development Committee, Highway Advisory Committee and Technology, Agriculture, Recycling and Recreation Committees.
4. Northwood contains all or part of several large bodies of water. These include Bow, Northwood and Pleasant Lakes to the South & Harvey, Little Bow and North River Lakes and Lucas Pond. The Town of Northwood is home to the Lamprey aquifer to the southeast, the Piscataqua and Cocheco aquifers to the northeast and the aquifer to the Merrimack River, east of the Ridge.

The town participates in the National Flood Insurance Program and has enacted a Floodplain Development Ordinance. The town is potentially subject to flooding from lakes and a series of earthen dams located throughout the town, especially Coe's Dam and a small number of private retention dams. The high hazard dams in the Town of Northwood (if any) are addressed in the Hazard Specific Annex of this plan.

5. Northwood's Fire and Rescue Department is a full time department under the direction of a part time Fire Chief. There are currently 36 members of the department. There are 4 full-time employees, 28 on-call personnel and 4 volunteers. The town fire department operates under individual mutual aid agreements with the Capital Area Fire Mutual Aid Compact. The Fire and Rescue Department is the largest single resource of manpower in the community. In a major emergency, it would require additional personnel and equipment to perform all of its assigned tasks.

The Ridge Station is located within at 499 First New Hampshire Turnpike. A second station is located 85 Main Street, known as the Narrows Station. A third station is located at 197 First New Hampshire Turnpike, known as the East End Station. This provides winter storage and additional storage. The Ridge Station and Narrows Station have generators. The organization has trained technicians and equipment for ice and water rescue.

6. Northwood's Police Department is a full-time department and consists of a chief, 8 sworn full-time officers, 3 part time officers, no volunteers, no administrative staff and no dispatch personnel. The chief is the operational and administrative head of the Department. The police station is located at 1020 First New Hampshire Turnpike and is equipped with an emergency generator. The department has established mutual aid agreements with the surrounding towns and county law enforcement officials.
7. Northwood's Highway Department is a full time department operating under a Highway Supervisor with two full-time supervisors and one part-time employee. The facility is located on Town Works Way and is equipped with a standby generator for emergency power.
8. Northwood's primary Emergency Operations Center (EOC) is located at the Ridge Fire Station on First NH Turnpike and is equipped with a standby generator for emergency power.
9. Northwood's Recycling and Transfer facility is located at 1 Town Works Way. There is one full time supervisor and two part time employees. In addition to paper and trash compactors, the burn pits and transfer and recycling trailers, the Recycling Facility site contains the Highway Department sand and salt shed, the Highway Department garage and the Town septic lagoon.
10. The public library, located at 8 Mountain Road, is a two -story brick and stone structure. Staff consists of a library director, a youth librarian, two library assistants and a library aid.
11. The Village of Northwood Ridge Water District (VNRWD) is a municipal water works serving an area bounded by upper Bows Street to the south, homes along Ridge Road several properties north of the Power Lines, west to the current veterinary hospital and east to Mountain View mobile home park. The VNRWD provides water to both the Ridge Fire Station and the Northwood School.
12. The community is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties and include earthquake, flooding, dam failure, hurricane, drought, snow and ice storms, tornados and wildland fires. Other disaster situations could develop from a fuel or water shortage, power failure, multiple vehicle accident, hazardous materials spill, downed aircraft, radiological emergency, terrorism or civil unrest.

13. Vulnerable critical facilities that have been identified as requiring special planning considerations include Town Hall, Ridge Fire Station, Narrows Fire Station, Police Station, Northwood School, Coe-Brown School, Ridge Water District Pump House, Hannaford Supermarket, Highway Department. Emergency plans and procedures can be developed by these facilities for incorporation into the Northwood Plan.

## **B. PLANNING ASSUMPTIONS**

1. The town government is primarily responsible for emergency actions and will commit all available resources to save lives, minimize injury to persons, and minimize damage to property and the environment.
2. Executing Northwood's EOP will save lives and reduce property damage.
3. Individuals and organizations identified in this plan have reviewed the plan, are familiar with its contents and will execute their assigned responsibilities to the best of their abilities, when required.
4. While it is likely that outside assistance would be available in most large-scale disaster situations affecting the town and while plans have been developed to facilitate coordination of this assistance, it is necessary for the Town of Northwood to plan and be prepared to carry out disaster response and short-term recovery operations on an independent basis.
5. Resources identified in this plan may not be available due to other emergencies.
6. It is foreseen that improvements or modifications may become necessary to the EOP. Therefore, plan users may deviate from the plan to protect life and property if during an operation they identify a plan deficiency.
7. Just because hazards have not been identified does not mean that they will not occur. Some hazards cannot be prevented (Earthquake, Hurricane, Winter Storms etc.).

Consistent with the Federal Emergency Management Agency and the State of New Hampshire's commitment to comprehensive emergency management, this plan is concerned with all types of emergency situations that may develop. It emphasizes the capability of the Town of Northwood's government to respond to and accomplish short-term recovery from large-scale disasters.

## C. HAZARD ANALYSIS AND ASSESSMENT

The hazard analysis and assessment study is located as the *Hazard Mitigation Plan*, in the Administrative Appendices to this EOP.

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

1. Multiple Vehicle Accidents
2. Snow and Ice Storm
3. Hurricane
4. Flooding (Ravine, Ice Jam, Dam Breach)
5. Downed Aircraft
6. Explosion
7. Earthquake
8. Bomb Threat
9. Electrical Outage
10. Hazardous Materials Accident
11. Fuel Shortage
12. Water Outage
13. Civil Disturbance
14. Conflagration
15. Tornado
16. Nuclear Attack (Fallout Risk)
17. Terrorist Events
18. Public Health Emergency (Outbreak, Epidemic, Pandemic)

### III. CONCEPT OF OPERATIONS

#### A. GENERAL

*This section of the Plan explains Northwood's overall approach to an emergency situation, i.e., what should happen, when, and at whose direction. It addresses a general sequence of actions before, during, and after the emergency situation.*

##### 1. Relationship Between Emergency and Normal Functions

This plan recognizes the concept that emergency functions for groups involved in emergency management generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. It is generally true however, that a disaster is a situation in which the usual way of doing things no longer suffices. It is desirable, and always attempted, to maintain organizational continuity and to assign familiar tasks to personnel. In large-scale disasters, however, it may be necessary to draw on peoples' basic capacities and use them in areas of greatest need. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency. Efforts that would normally be required of those functions will be redirected to support agencies, to accomplish the emergency tasks by the individuals and agency concerned.

##### 2. Responsibilities and Control of Personnel

Heads of departments, individuals, and agencies are responsible for emergency functions as specified in this plan. They retain control over their employees and equipment. Each agency is responsible for developing Implementing Instructions to be followed during response operations.

Legislative powers, not otherwise vested in another body as provided by the town Charter, are vested in the Board of Selectpersons.

##### 3. Requests for State Assistance

When it is determined that an emergency is beyond the control and resources of Northwood's local government, a request for assistance is made to the State through the NH Office of Emergency Management and Homeland Security to the Governor. Requests for State assistance will first be approved by a member of the EOC Command and Control Section and then submitted to the State. (See Attachments)

## **B. EMERGENCY OPERATION PLAN IMPLEMENTATION**

### **1. Plan Activation Levels**

Emergency situations vary markedly in speed of onset and in their potential for escalation to disaster proportions. The extent to which the EOP is activated depends upon the type of emergency situation, its potential for escalation, its geographical extent, and other factors. To serve the needs of Northwood, its Emergency Management Organization has developed four levels of plan activation. They are as follows:

**Level N -Normal Operation** - At this level, there are no reported hazards or emergency situations identified that require special monitoring or consideration. (Example - Normal day-to-day activities takes place)

**Level IR -Increased Readiness** – At this level, a potential hazard (Winter Storm, Hurricane) or an emergency situation has been identified that is being monitored, but does not require activation of personnel (Example – personnel monitor the track of Winter Storm). Equipment is readied and resources are checked for availability.

**Level PA -Partial Activation** – At this level, a hazardous and/or emergency situation is active, which requires a partial activation of the EOP. The incident will dictate who and what actions need to be taken. (Example – Fire w/limited evacuation may require the opening of a shelter.)

**Level FA -Full Activation** - At this level, a hazard and/or emergency situation is active, which requires the full activation of the EOP and all Emergency Management Organization personnel. The EOC is activated and fully staffed at this level. (Example – An event/incident that requires the coordination of all Departments, Organizations.)

### **2. General Sequence of Actions**

Either the Incident Commanders and/or other members of the Emergency Management Organization may call for a higher Level of Activation of the plan. When the Emergency Operations Center (EOC) is fully activated, the Command and Control Section will assume overall command of the town's resources.

## **C. PHASES OF EMERGENCY MANAGEMENT**

The Northwood EOP is concerned with many types of hazards that the jurisdiction may be exposed to. The EOP should also take a comprehensive and integrated approach to addressing the jurisdiction's capabilities and shortfalls to respond to the hazards identified in the jurisdiction's Hazard Analysis and Assessment to the EOP. In doing so, the plan will take into consideration the following four phases of emergency management:

### **1. 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.

### **2. 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.

### **3. 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.

### **4. 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.

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

### **1. General.**

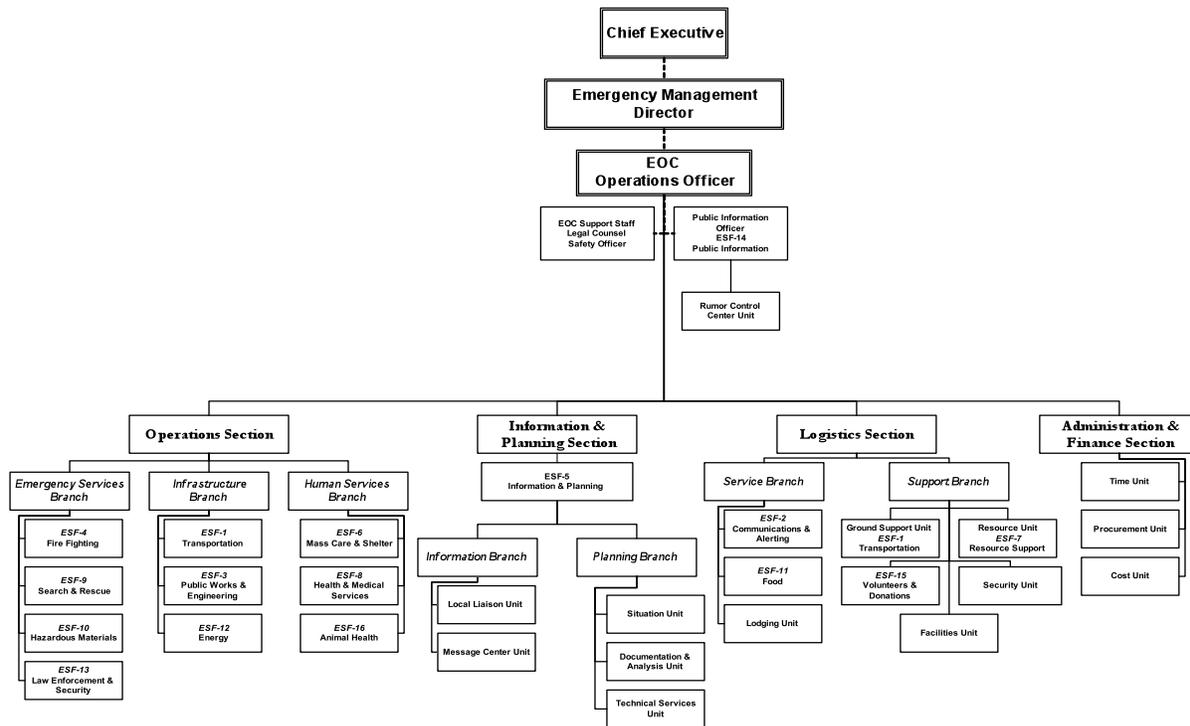
This section of the Basic Plan establishes the emergency organization that will be relied on to respond to emergency situations. It includes a listing by position and organization of what kind of tasks are to be performed. A matrix of organizations and areas of responsibility, including functions to show primary and supporting roles can be found in *Figure 8: ESF Matrix of Primary and Support agencies* (page 35).

### **2. Emergency Management Organization**

The Emergency Management Organization for Northwood consists of the following:

- a. Board of Selectpersons, Chairperson
- b. Town Administrator
- c. Emergency Management Director (EMD)
- d. Code Officer
- e. Police Chief
- f. Fire Chief
- g. Road Agent
- h. Finance Director
- i. Facilities Coordinator
- j. Health Officer
- k. Northwood School Representative
- l. Village Northwood Ridge Water District
- m. Coe-Brown Representative

By the direction of the Board of Selectpersons, the Emergency Management Director will notify each department with emergency or disaster responsibility, who have multi-hazard emergency operation plans and implementing procedures. The organization to implement the Northwood EOP under emergency or disaster conditions consists of the Director of Emergency Management and town agencies having primary and supporting roles as specified in the functional ESFs.



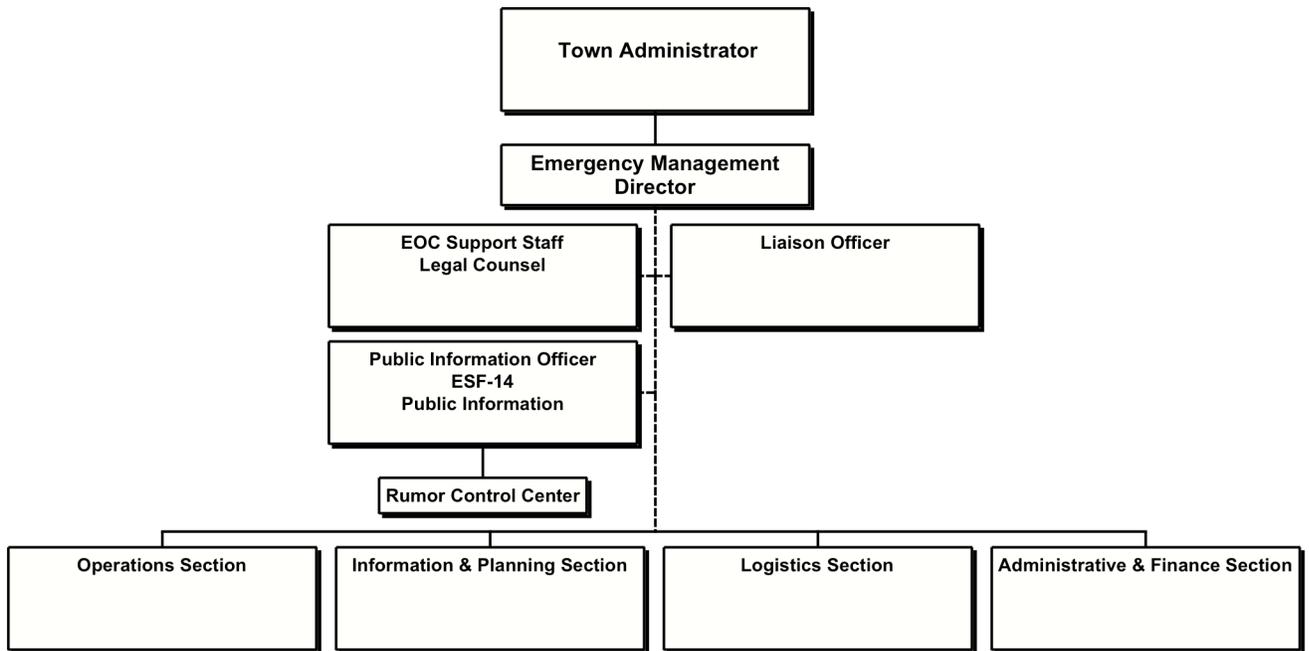
**Figure 2: Northwood Emergency Operations Center (EOC) Organizations**

**a. Command and Control Section**

The Office of Emergency Management is the primary agency assigned to the command and control section and will ensure the following:

1. Coordinate all emergency response functions in the Northwood Emergency Operation Center.
2. Establish and maintain a facility that will be used as the **EOC** to provide centralized direction, coordination, and control of emergency operations.
3. Develop EOC activation/deactivation SOPs/Sags, personnel staffing requirements, and functional operating procedures/guides.

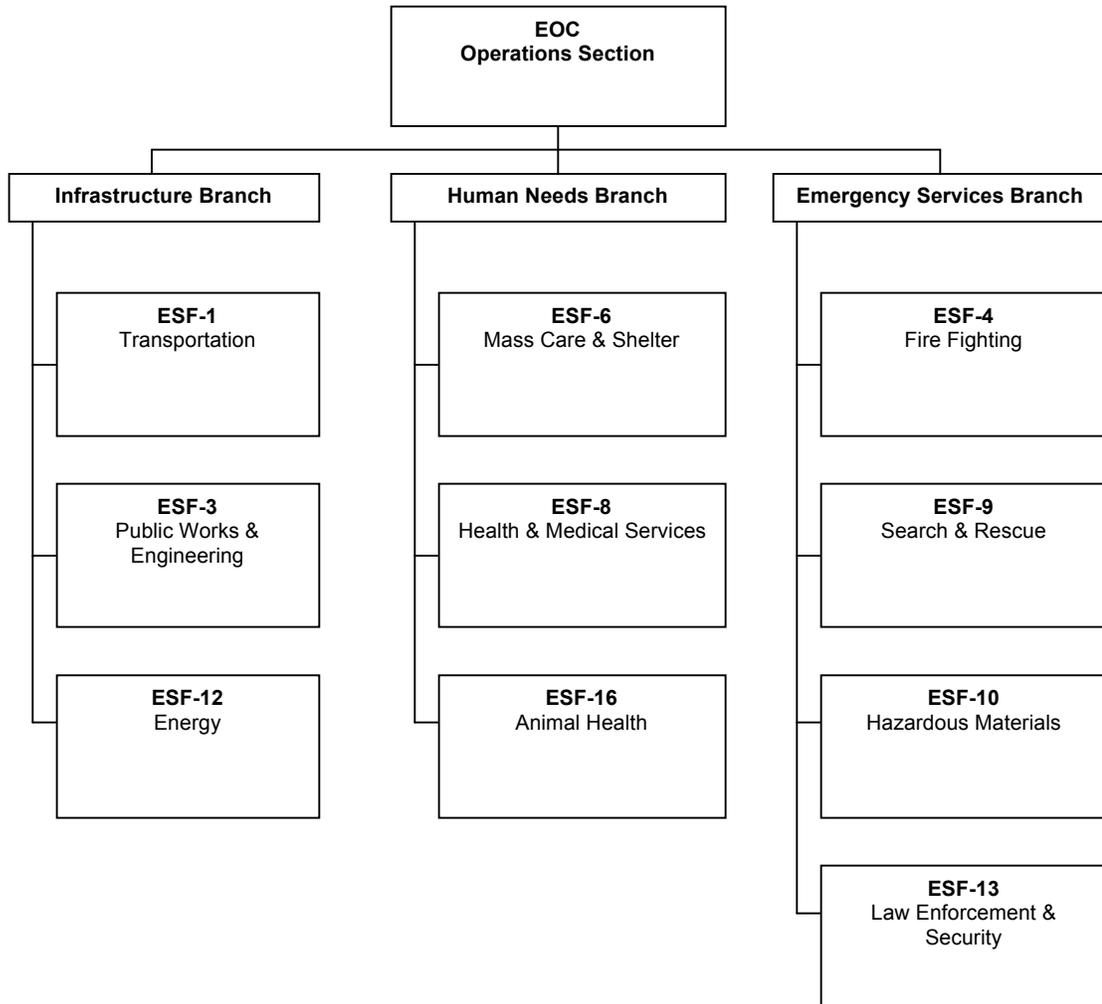
*Figure 3: Northwood Command and Control Section Organization*



## b. Operations Section

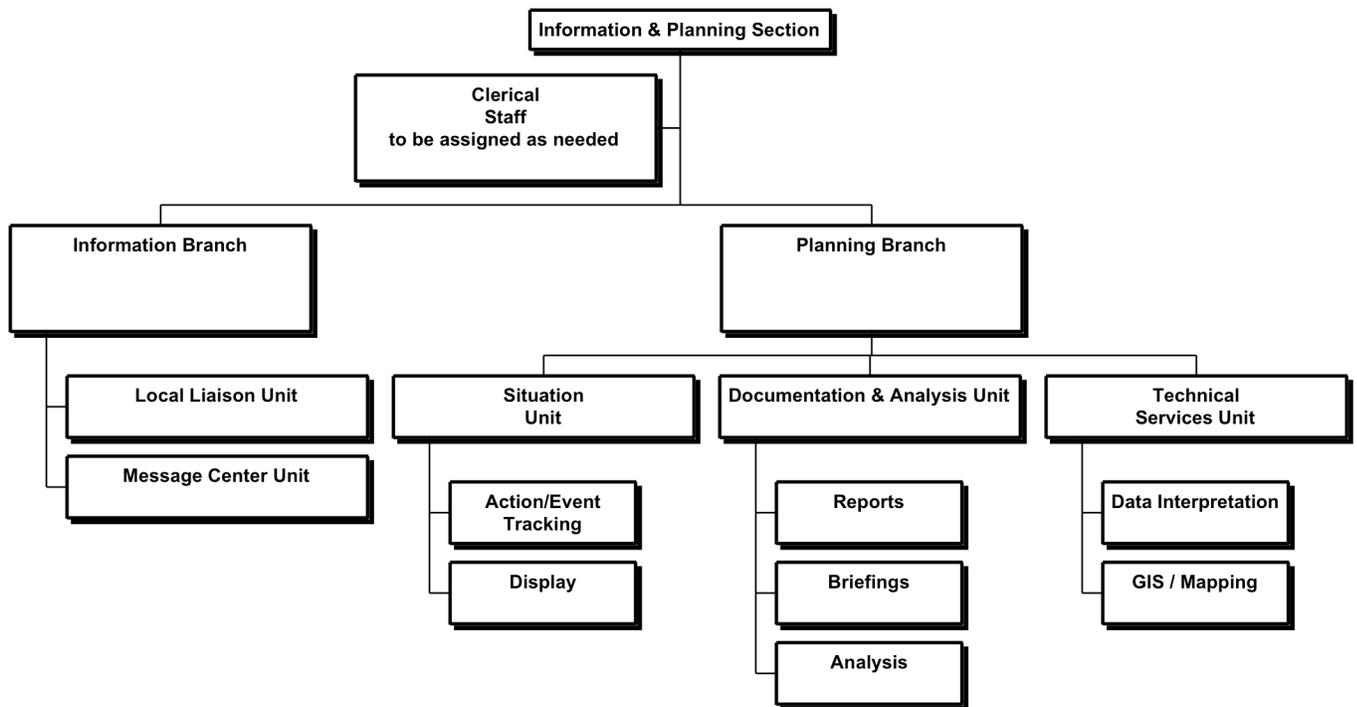
This section will provide a discussion of the elements included in the operations section regarding when, partially or fully activated, with the emergency support functions provided to assist in an emergency situation. This section will identify each of the ESFs and the functional activities as assigned, and provide an organizational chart to illustrate the structure.

*Figure 4: Northwood Operations Section Organization*



### c. Information & Planning Section

This section will include information and planning activities that are needed to support response operations. This should include functions for collecting and processing information; developing briefings, reports, and other materials; displaying pertinent information on maps, charts, and status boards; consolidating information for response and recovery actions; providing for the tracking of actions taken; and providing technical services in support of local operations and provide an organizational chart illustrating the working environment within the element.

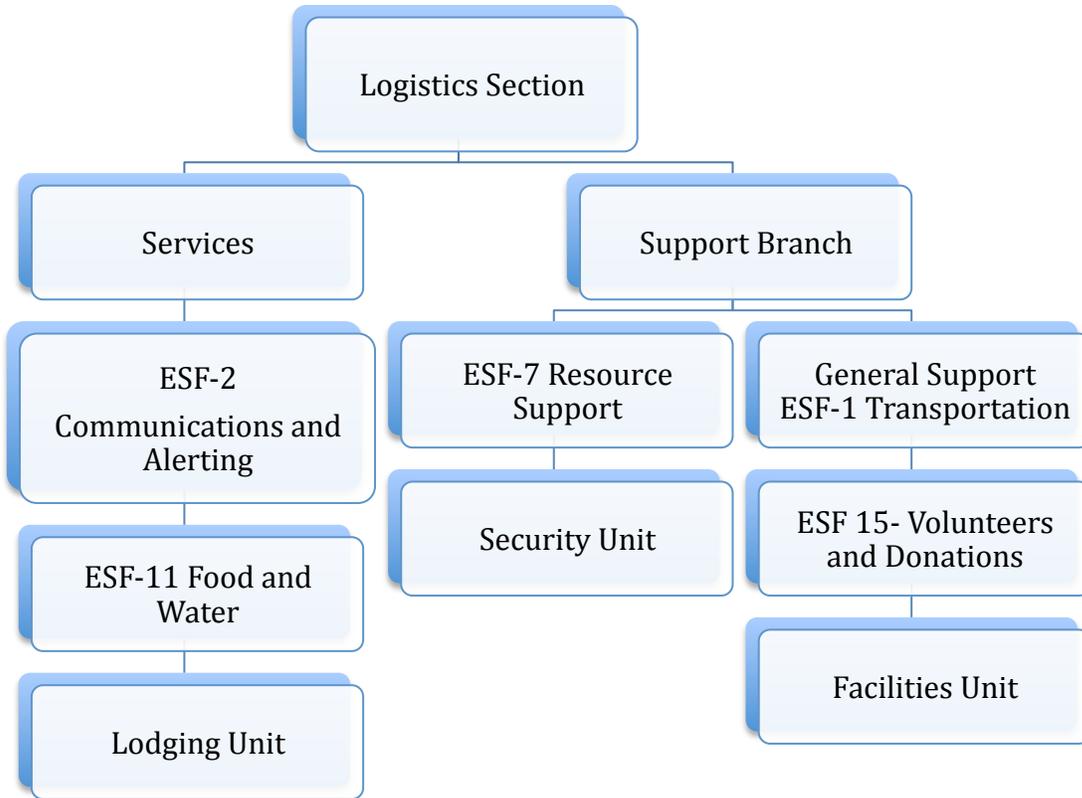


*\*Clerical Staff to augment all elements of section as needs to be assigned*

**Figure 5: Northwood Information and Planning Section Organization**  
(Staffing patterns are dependent upon the severity of the emergency)

**d. Logistics Section**

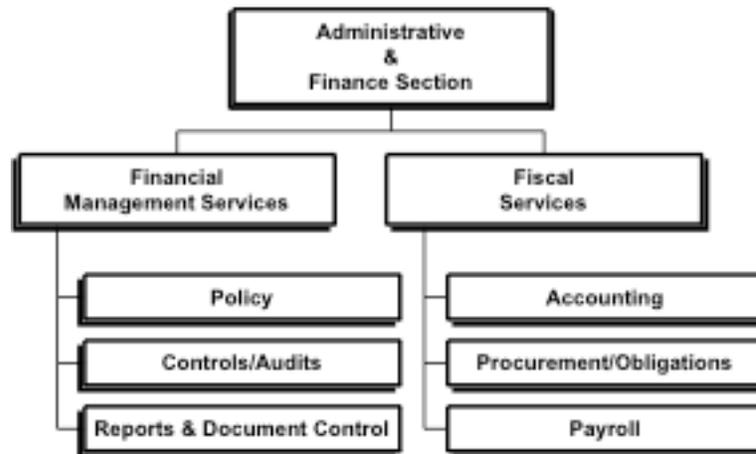
This section includes activities that provide facilities and services in support of response and recovery efforts.



*Figure 6: Northwood Logistics Section Organization*

**e. Administration & Finance Section**

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



*Figure 7: Northwood Administrative & Finance Section Organization*

## **E. ROLES AND RESPONSIBILITIES**

The Board of Selectpersons has overall responsibility for emergency management functions and assisted in these duties by the Northwood Director of Emergency Management. Specific responsibilities for primary and support agencies are outlined in the functional ESFs. Generally, the following applies:

1. All town departments, agencies and offices:

Ensure orderly succession of officials for all key positions in each department to maintain operations during unforeseen circumstances.

Ensure maintenance and safeguarding of key records and documents.

Maintain a system for internal status reporting on manpower and other resources, damage estimation, and procedures to respond to emergencies.

Routinely update and maintain emergency procedures that prescribe in detail the responsibilities of the agency during an emergency, including notification of response personnel, twenty-four shifts, and other appropriate measures.

2. The capability to carry out the emergency functions as described is provided and maintained by town departments, agencies and offices as designated in the ESFs.

Departments, agencies or offices that have a primary responsibility for an emergency function will organize, supervise and coordinate all activities within that function area. Primary organizations are responsible for specifying the actions of the supporting elements and establishing coherent requirements that can be effectively and efficiently carried out.

Departments, agencies and offices that have a support responsibility for and emergency function will respond as required.

3. The Northwood town government has overall responsibility, by law, for the direction and control of emergency disaster operations with in the Town of Northwood, New Hampshire. The Northwood Director of Emergency Management has the responsibility for the development and implementation of emergency management programs designed to provide for rapid and effective response to emergencies. The Northwood Director of Emergency Management should plan for the protection of life and property within the community.
4. Non-town elements may have primary and supporting functions within the Northwood Emergency Operation Plan.

Example: The American Red Cross (ARC) has a primary response function to mitigate suffering by providing emergency mass care, food, clothing, shelter, first aid, and aid to families.

5. Volunteers, non-profit, charitable and/or religious organizations may provide assistance in registration, identification, medical assistance, shelter, mass feeding collection of resources, and other support functions at the town level.

**All Tasked Organizations** “All tasked organizations” includes those identified above and all other government or private sector organizations that have been assigned tasks in the EOP to perform response functions.

- Maintain current internal personnel notification rosters and
- Implementing Instructions to perform assigned tasks.
- Negotiate, coordinate, and prepare mutual aid agreements, as appropriate.
- Analyze need and determine specific communications resource requirements.
- Work with the Director of Emergency Management to ensure communication equipment and procedures are compatible.
- Identify potential sources of additional equipment and supplies.
- Provide for continuity of operations by taking action to:
  - Ensure establishment of lines of succession for Department Heads.
  - Protect records, facilities, and organizational equipment deemed essential for sustained government functions and conducting emergency operations.
  - Ensure that alternate operating locations are available should the primary location suffer damage, become inaccessible, or require evacuation.
  - Protect emergency response staff. This includes actions to:
    - Obtain, as appropriate, all necessary protective respiratory devices and clothing, detection and decontamination

equipment, and antidotes for personnel assigned to perform tasks during response operations.

- Ensure assigned personnel are trained on the use of protective gear, detection and decontamination devices and antidotes.
  - Provide security at facilities.
  - Rotate staff or schedule time off to prevent burnout.
  - Make mental health counseling available.
- Ensure the functioning of communication and other essential equipment. This includes actions to:
- Test, maintain, and repair communication and warning equipment.
  - Stockpile supplies and repair equipment.

## **F. ADMINISTRATION AND LOGISTICS**

### **1. Administration**

This section addresses administrative actions necessary to satisfy the tasking in this basic plan. All individuals, organizations with task assignments shall adhere to the following administrative procedures:

This plan is activated and terminated at the discretion of the Command and Control Section in consultation with the appropriate emergency responders.

Each agency/department is responsible for maintaining all legal documents affecting the organization and administration of emergency management functions. It is the responsibility of these officials to ensure that all records are secure and protected from damage.

Each agency/department maintains a roster of all assigned personnel, including volunteers, with personal information, and times and places worked. This information is forwarded to the EOC, when activated, or to the Finance Director to assure coverage under the Workman's Compensation Law.

Each agency/department maintains an inventory of their equipment and resources. Each agency records the resource used in support of emergency operations and provides this information to the EOC for consolidation, analysis, and possible reimbursement. Records are also kept of resources acquired and any financial obligations incurred. These records are forwarded to the Finance Director for processing via the Board of Selectpersons or the Road Agent.

If local resources are inadequate during emergency operations, assistance is requested according to mutual aid agreements and emergency negotiated understandings. It may take the form of equipment, supplies, or personnel. Assistance may come from other jurisdictions, the private sector or voluntary organizations. All agreements and understandings are negotiated by appropriate officials and formalized in writing whenever possible.

Reports are made to the EOC noting event status, casualties, damage assessment, evacuation and shelter status, radiation levels and resource needs during and following activation. These reports are kept on file for insurance purposes, damage reporting, critiques and mitigation planning.

Emergency Management activities are an initiative of the Town of Northwood as a governmental function for the protection of the public peace, health and safety, and neither the town nor its agents and representatives of the town, or any individual, receiver, firm, partnership, corporation, association, or trustee, or any of the agents, in good faith carrying out, complying with or attempting to comply with any order, rule or

regulation promulgated pursuant to Northwood's Emergency Management Ordinance, shall be liable for any damage sustained to persons or property as the result of said activity.

Copies of Mutual Aid Agreements, Letters of Understanding, and Memorandums of Agreement currently in effect are located with the department/agency responsible for the agreement. Copies of initiated agreements are available through the department/agency.

The EOC will keep an event log (See ***Attachment Seven***) in sufficient detail to provide historical data on each significant event and the agency's response. The reasons for decisions/actions that are different from procedures in the Implementing Instructions should also be documented.

The EOC will keep a radio log (See ***Attachment Eight***) for all radio communications relating to the emergency. The radio log shall contain the times and content of the transmission received and sent.

## **2. Logistics**

All individuals and agencies tasked above shall ensure that the following logistical support requirements are satisfied:

Damaged equipment shall be repaired or replaced.

All expenditures will be submitted to the Board of Selectpersons or the Road Agent via the Finance Director for processing.

Bills will be marked to identify their association with the emergency.

## **G. ALERT AND NOTIFICATION**

### **1. Notification**

The Town of Northwood may receive notification of a disaster or impending emergency from multiple sources that include state alert and notification points, local dispatch, National Weather Services and the NH Office of Emergency Management and Homeland Security. Upon receipt of notification, the sequence of events will be as follows:

### **2. Alert**

The Northwood Director of Emergency Management would be alerted to disaster or emergency situation twenty four (24) hours day or night by Northwood Fire or PD, Concord Fire Alarm, Rockingham County Dispatch, the Concord Area Public Health Network and/or Concord Hospital, the NH Office of Emergency Management and Homeland Security, New Hampshire State Police or other agencies, depending upon the severity of the incident.

Additionally, in the event of loss of communications, appropriate agency that is responsible for backing up Concord or Rockingham county dispatch is capable of notifying the Northwood Office of Emergency Management by cell phone or portable radios. Primary and support agency notification are described in detail under the agency's assigned ESF.

The Board of Selectpersons or their designee may be notify or be notified by the Director of Emergency Management and depending on the severity of the event or incident, further notification and/or activation (partial or full) of the Northwood EOP are initiated according to the proper SOG/SOPs. Notification of the NH Office of Emergency Management and Homeland Security is initiated according to proper procedures.

### **3. Communications/Operations**

The State of New Hampshire has enacted legislation for a statewide-enhanced E-911 telephone system. Under the statewide system, all landline emergency calls are sent to the E-911 Center. Once the operator determines the type of emergency, the call is automatically routed to the designated emergency service.

Emergency services dispatching is normally carried out by the Northwood Police Department for police and Concord Fire Alarm for fire and EMS.

- a. Once a fire/rescue emergency call is received, the Concord Fire Alarm notifies emergency personnel via tone activated pagers (Fire) or cell phone & lapel pager (Police). Normally all radio communications with responding units will go through the dispatchers.
- b. Police emergency calls are communicated to the on-duty officer via radio network, landline or cell phone.

- c. The Highway Department communicates via a town frequency and is dispatched through one on one cellular or land-line communication between the Emergency Management Director and the Road Agent.

When the EOC is activated, all radio communications with the EOC will normally be on the town's **local government frequency**. Any deviation from this will be at the discretion of the EOC. Once personnel arrive at the EOC, designated telephone numbers assigned to the town hall, fire and police departments will be transferred to the EOC. Additionally, landline phones and/or cell phones can be used to augment the radio system.

Information and communications will be maintained during an emergency using PLAIN ENGLISH to avoid confusion at the incident. Communication among responders will determine methods and terminology by which ALL responders will communicate and exchange information during an emergency response. This will include networks and frequencies used at the incident.

#### **4. Coordination amongst responding and supporting entities**

Communications between the Incident Commander (IC) and the EOC should focus on:

- a. The IC establishing and maintaining communications among all responding units.
- b. The EOC establishing and maintaining communications with all units under their direction.

Communication between Northwood's EOC and the NH Office of Emergency Management and Homeland Security will be via land line phone or cell phone or Web EOC. Northwood currently does have radios capable of communicating on the state's channels. The State EOC can communicate on the fire and police frequencies in an emergency.

#### **5. Additional Resources**

In the event that normal communication systems become ineffective, amateur radio networks can be used to augment existing communications.

## H. ACTIVATION AND DEPLOYMENT

1. There is no hard fast rule for activating and the deployment of emergency response units and/or resources. As with any emergency or disaster, activation of the emergency support functions, the EOC, and the deployment of needed resources will be incident dependent and based upon identified needs of the disaster victims.
2. The Northwood 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 town support needed to respond.
3. Based upon the requirements of the situation, the Emergency Management Director will notify local departments and agencies regarding activation of some or all of the functional ESFs and other structures of the Northwood EOP. Priority for notification will be given to primary agencies as specified by the ESFs.
4. When activation of the Northwood EOP (partial or full) is initiated, and unless otherwise specified, all department, agency, and office representatives having primary and/or co-primary roles and responsibilities, as specified in the Northwood EOP, will deploy to the Northwood EOC, at the Ridge Fire Station on First NH Turnpike (or the alternate EOC at the Police Station on First NH Turnpike, the Narrows Fire Station or at Coe-Brown Academy and activate their respective ESF component to the Northwood EOP and relevant SOPs/SOGs.
  - a. In the event the primary EOC is inaccessible/usable, staff will report to the alternate EOC at the Police Station on First NH Turnpike, the Narrows Fire Station or at Coe-Brown Academy.
5. Emergency situations vary markedly in speed of onset and in their potential for escalation to disaster proportions. The extent to which the EOP is activated depends upon the type of emergency situation, its potential for escalation, its geographical extent, and other factors. To serve the needs of Northwood, the Emergency Management Organization has developed the four levels of plan activation.
6. General Sequence of Actions. Either the Incident Commanders and/or other members of the Emergency Management Organization may call for a higher Level of Activation of the plan. When the Emergency Operations Center (EOC) is fully activated, the Policy Group will assume overall command of the town's resources.

## I. LOCAL TO LOCAL, STATE, AND FEDERAL INTERFACE

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

1. The Town of Northwood will interface with other local jurisdictions, as well as State, Federal, agencies, as appropriate. The mechanisms (i.e., Situation Reports (Sit-Reps), radio, telephone, software applications, would occur through ESF 5, **Information and Planning** and ESF 2 **Communications**. Standardized forms are to be used to achieve linkage.
  - a. Status Reports, compiled by ESF 5, Information and Planning, will be forwarded to the first response level of State EOC and FEMA.
2. The Town of Northwood to the State of New Hampshire interfacing will be specified in the EOP and will be guided by ESF 5, Information and Planning, and ESF 2 Communications. Unless otherwise noted, the Board of Selectpersons has direction and control within the Town of Northwood and the Director of Emergency Management is appointed and shall have direct responsibility for the organization, administration and operation for the emergency management within the Town of Northwood.

## **J. CONTINUITY OF OPERATIONS (COOP)**

1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of local government to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the Town of Northwood establishes and maintains the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.
2. The Town of Northwood Office of Emergency Management is responsible for developing, maintaining, and exercising a COOP Plan for the town. The Office of Emergency Management is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.
3. In order to ensure effective emergency operations, the following should be considered:
  - a. That the Town of Northwood provides a capability to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
  - b. That the Town of Northwood departments, agencies, and offices provide for the following during emergency operations:
    - i. Each element has designated and trained personnel available for EOC deployment; and
    - ii. Each element maintains and updates notification lists, twenty-four hour staffing capabilities, and standard operating procedures/guides (SOPs/SOGs).
  - c. Each of the emergency response departments, agencies, and offices will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions is sustained during emergencies and/or disasters, including addressing relocating emergency operations to another facility or alternate EOC.
4. In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the Director of Emergency Management will take action to relocate town emergency operations to the alternate EOC site located the Police Station on First NH Turnpike, the Narrows Fire Station or at Coe-Brown Academy. The Board of Selectpersons with recommendation of the Director of Emergency Management is authorized to make the decision to relocate the EOC should conditions warrant that the decision be made.



## **K. CONTINUITY OF GOVERNMENT (COG)/LINE OF SUCCESSION**

1. In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters. The State Director of Homeland Security and Emergency Management will perform his or her duties under the direction of the order of succession outlined in the State Constitution.

2. The following is the Line of Succession that has been established for the State of New Hampshire. The order of succession will be as they are listed below, with the President of the Senate succeeding the Governor.

- a. Governor
- b. President of the Senate
- c. Speaker of the House
- d. Secretary of State

3. To ensure the Town of Northwood maintains the capability to effectively control and coordinate emergency response operations during times of emergency/disasters, the Northwood Director of Emergency Management will perform his or her duties following the Line of Succession listed below:

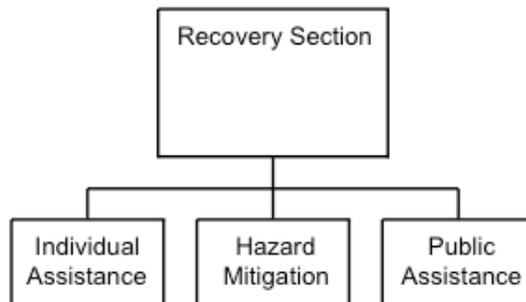
- a. Emergency Management Director
- b. Deputy Emergency Management Director
- c. Chairman of the Board of Selectpersons
- d. Town Administrator
- e. Police Chief

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

## L. RECOVERY AND DEACTIVATION

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

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



## IV. PLAN MANAGEMENT

### A. DEVELOPMENT

This plan is the principle source of documentation on Northwood's emergency management activities. Almost every agency of the local government has responsibility for developing and maintaining some part of this plan. Overall the Director of Emergency Management will carry out coordination of this process. The development of the ESFs, SOGs/SOPs, alerting and notification list, and resource inventories, shall be developed by the primary and support agencies within the town's functional ESFs described.

It is necessary for emergency management planning and operations to be coordinated across jurisdictional boundaries. In addition, the development will include the coordination between Northwood, The State of New Hampshire and the Federal governments to insure the necessary link with all jurisdictions having emergency response capabilities are met. The nature and extent of this coordination will be coordinated through the Town of Northwood's Director of Emergency Management, and all personnel involved will be fully informed. Nothing in the process of coordinating and support should be interpreted as relieving agency heads of their responsibilities for emergency planning.

### B. MAINTENANCE

All primary and support agencies with emergency responsibilities whether private or State, shall integrate their planning efforts in the maintenance, implementation, and exercising of the EOP.

1. The Northwood Office of Emergency Management will conduct plan review and revisions annually, with the assistance from the NH Office of Emergency Management and Homeland Security.
2. The Town of Northwood should submit any and all changes to the *EOP* to the NH Office of Emergency Management and Homeland Security.
3. Review of the functional ESFs by the respective primary and support agencies will be conducted every two years; SOGs/SOPs conducted yearly; resources inventories and notification/recall list on a six (6) month basis.
4. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates will be made within forty-five (45) days.
5. Major changes that affect the Situation and Assumptions and Concept of Operations will be made as required. The department heads must approve major changes. Authority to revise and/or update routine documents such as SOGs/SOPs,

notification and recall list, and resource inventories, shall be made by the primary and supporting agencies.

6. All revisions, and/or updating shall be forwarded to the Northwood Office of Emergency Management for review, editing, publication, and distribution to all holders of the Northwood Emergency Operation Plan.

The following is a listing of individuals, agencies, and department heads responsible for development, maintenance and implementation of each Emergency Support Function:

<b><u>Emergency Support Function</u></b>	<b><u>Responsible Department</u></b>
1. Transportation	Highway Department
2. Communications and Alerting	Fire Department
3. Public Works and Engineering	Highway Department
4. Fire Fighting	Fire Department
5. Information and Planning	Emergency Management Director
6. Mass Care and Shelter	Fire Department
7. Resource Support	Recycling and Transfer
8. Health and Medical Services	Fire Department/Health Officer
9. Search and Rescue	Fire Department
10. Hazardous Materials	Fire Department
11. Food and Water	Finance Director
12. Energy	Board of Selectpersons/Building Department
13. Law Enforcement and Security	Police Department
14. Public Information	Police Department
15. Volunteers and Donations	Finance Director
16. Animal Health	Board of Selectpersons

7. A matrix of all primary and support agencies for each of the identified Emergency Support functions may be found in **Figure 8: ESF Matrix of Primary and Support agencies.**

	Emergency Support Functions															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Transportation	Communications & Alerting	Public Works & Engineering	Fire Fighting	Information & Planning	Mass Care	Resource Support	Health & Medical Svcs.	Search & Rescue	Hazardous Materials	Food & Water	Energy	Law Enforcement & Security	Public Information	Volunteers & Donations	Animal Health
<b>Municipal Resources</b>																
Animal Control						S										
Agricultural Committee						S										
Assessing Department														S		
Board of Selectpersons					P							P		S		P
Building Department/Code Enforcement			S									P		S		
Coe Brown Academy														S		
Emergency Management		P	S											P		
Emergency Relief Committee						S										
Finance Department							S				P			S		
Fire & Rescue	S	S	S	P	S	S	S	P	P	P		S		S		
Food Pantry						S					S					
Health Officer								P			S			S		
Highway Department	P	S	P		S									S		
Human Services						P								S	P	
Land Use Department														S		
Library														S		
Northwood Technology Committee					S											
Parks and Recreation Department						S	S							S		
Planning Board/ZBA					S											
Police Commission					S											
Police Department	S		S	S	S		S			S		S	P	P		
Public Works				S			S			S		S				
Recycling and Transfer Station							P							S		
School District	S				S	S					S			S		
Town Administrator					P									P		
Town Clerk/Tax Collector														S		
Town Planner					P											

	Emergency Support Functions															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Transportation	Communications & Alerting	Public Works & Engineering	Fire Fighting	Information & Planning	Mass Care	Resource Support	Health & Medical Svcs.	Search & Rescue	Hazardous Materials	Food & Water	Energy	Law Enforcement & Corrections	Public Information	Volunteers & Donations	Animal Health
<b>Municipal Resources (Continued)</b>																
Village of Northwood Ridge Water District											S	S				
<b>Faith-Based Organizations</b>																
Higher Ground Baptist Church Food Ministry											S					
Salvation Army						S					S				S	
Advent Christian Church						S										
Baptist Church (Nottingham)						S										
First Christian Church East						S										
New Hope Evangelical Church						S										
Northwood Congregational Church						S										
St. Joseph's Church						S										
<b>Regional Organizations</b>																
American Red Cross, NH Chapter						S										
Area Department Mutual Aid													S			
Capital Area Fire Mutual Aid Compact (CAFMAC)				S				S	S	S						
Capital Area Public Health Network					S	S		S								
Central NH Haz Mat Response Team										S						
Code Red Notification System		S														
Community Action Program															S	
Concord Fire Dispatch		S														
Concord Hospital								S								
Law Enforcement Mutual Aid Agreements													S			
SENHHMMAD																
Rochester VNA						S										
Strafford Regional Planning Commission					S											
<b>Local Businesses</b>																
Northwood Hannaford											S					
Northwood Transportation	S					S										

	Emergency Support Functions															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Transportation	Communications & Alerting	Public Works & Engineering	Fire Fighting	Information & Planning	Mass Care	Resource Support	Health & Medical Svcs.	Search & Rescue	Hazardous Materials	Food & Water	Energy	Law Enforcement & Security	Public Information	Volunteers & Donations	Animal Health
<b>Local Businesses (Continued)</b>																
Northwood Veterinary Hospital						S										
<b>County Resources</b>																
Rockingham County Sheriff		S											S			
Rockingham County Attorney's Office													S			
<b>Statewide Resources</b>																
ARES/RACES Teams		S														
Civil Air Patrol									S							
DHART									S							
<b>Infrastructure Management Organizations</b>																
National Grid																
NH COOP												S				
PSNH												S				

<b>State Governmental Resources</b>																
NH Army National Guard						S										
NH Department of Agriculture								S		S						
NH Department of Environmental Services										S						
NH Department of Fish and Game									S	S			S			
NH Department of Health & Human Svcs.					S		S		S						S	
NH Department of Resources & Economic Development			S						S							
NH Department of Safety/Bureau of Emergency Medical Services								S		S						
NH Department of Safety/Bureau of Homeland Security & Emergency Management				S				S		S	S	S			S	
NH Department of Safety/State Police		S							S				S			
NH Department of Transportation	S		S													
NH Emergency Communications/E-911		S														
NH Federal Fire Mutual Aid/NH Federation of Mutual Aids				S												

	<b>Emergency Support Functions</b>															
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
	<b>Transportation</b>	<b>Communications &amp; Alerting</b>	<b>Public Works &amp; Engineering</b>	<b>Fire Fighting</b>	<b>Information &amp; Planning</b>	<b>Mass Care</b>	<b>Resource Support</b>	<b>Health &amp; Medical Svcs.</b>	<b>Search &amp; Rescue</b>	<b>Hazardous Materials</b>	<b>Food &amp; Water</b>	<b>Energy</b>	<b>Law Enforcement &amp; Security</b>	<b>Public Information</b>	<b>Volunteers &amp; Donations</b>	<b>Animal Health</b>
NH Department of Safety/Fire Marshal				S					S							
NH Marine Patrol													S			
NH Office of State Planning					S											
NH Public Works Mutual Aid			S													
NH State Police																
State of NH											S					
<b>Federal Resources</b>																
United State Department of Justice				S									S			

## **C. DEFICIENCIES**

This plan may contain deficiencies that will not become evident until the plan is activated or exercised. Deficiencies noted should be summarized and submitted in writing to the Director of Emergency Management within ten working days of the event.

## **D. DOCUMENT CONTROL**

1. The Town of Northwood Office of Emergency Management has established a Document Control System for all required planning documents (e.g., Radiological Emergency Response Plan (RERP) and Hazardous Materials Plan and Terrorism Annex).
2. The Northwood Director of Emergency Management is responsible for administering the system.
  - a. The document control system includes, but not limited to, the following:
    - 1) Inventory Control Numbering System for plans.
    - 2) List of plans with control numbers.
    - 3) Identify the location of where the plans are stored/maintained (e.g., EOC, EM, Library).
    - 4) Record of plan revisions.
    - 5) Plan distribution list.

## **E. TRAINING AND EXERCISES**

1. The Director of Emergency Management will develop a program with annual training and exercise components to evaluate the capability of the Town of Northwood to respond to minor, major, and catastrophic disasters. The program is also designed to enhance the training of local and volunteer personnel on their roles and responsibilities in the four phases of emergency management (i.e., preparedness, response, recovery, and mitigation).
2. The training and exercise programs will help to ensure the operational readiness of the town's emergency support functions and local emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., animal health and terrorism related exercises and Radiological Emergency Preparedness Exercises for commercial nuclear power plants) to evaluate established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.

3. After each hazard-specific exercise, a critique is held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans, and procedures/guides. This will assist in establishing and maintaining an Improvement Plan to ensure deficiencies are being adequately addressed.

## V. AUTHORITY AND REFERENCES

### A. STATUTES AND REGULATIONS

Authority for this Plan and Annexes is contained in U.S. Public Laws 81-920 and 93-288, as amended, the State of New Hampshire Revised Statutes Annotated as amended, and applicable local ordinances. By law, the Board of Selectpersons is responsible for all emergency operations in the community and has the authority to appoint an Emergency Management Director, delegating said person with the power to establish an Emergency Management organization to carry out the various phases of the emergency plan. Operations under this plan will commence on orders of the Board of Selectpersons or the Emergency Management Director or his/her designee, in the event of an imminent or existing emergency situation.

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

### B. REFERENCES

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

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

7. State of New Hampshire, Department of Safety, Division of Fire Safety and Emergency Management, Emergency Operations Plan (EOP), currently under revision.
8. Federal Emergency Management Agency, FEMA 321, Public Assistance Policy Digest, October 2001.
9. Federal Emergency Management Agency, FEMA 322, Public Assistance Public Assistance Guide, July 2001.

### **C. AUTHORITY OF LOCAL EMERGENCY RESPONSE AGENCIES**

- 
- - 
  - *Robert T. Stafford Disaster Relief & Emergency Assistance Act, U.S. Public*
  - *Laws 93-288, as amended*
  - *Federal Civil Defense Act of 1950, U.S. Public Laws 81-920, as amended*
  - *New Hampshire Chapter 107-C: 8, Local Organization for Emergency*
  - *Management*
  - *New Hampshire Chapter 106 PD*
  - *New Hampshire Chapter 154, FD*
  - *Town of Northwood, Emergency Management Ordinance*

## ESF-1: TRANSPORTATION

**Primary Agency:** *Highway Department*

**Support Agencies:** Northwood Police Department  
Northwood Fire/EMS  
NH Department of Transportation  
Northwood School District  
Northwood Transportation

### I. INTRODUCTION

**A. Purpose**

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

**B. Scope**

This Emergency Support Function (ESF) provides for town transportation support including:

1. Management and coordination of transportation activities to support the efforts of the Town of Northwood.
2. Establishing priorities and/or allocating of transportation resources, processing of all transportation requests, determining the priority of road repair, conducting damage assessment, and coordinating emergency management activities within the town.
3. Processing and overall coordination of requests for local transportation support.
4. Obtaining transportation services, if available and provides visibility of transportation assets into and out of impacted areas.
5. Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the regional and State transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
6. Coordinating the clearing and restoration of the transportation resources.
7. Responsibility for transportation needs assessment and documentation rests with Northwood's Highway Department.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. Situation

The immediate use of the transportation system for response and recovery activities in a large disaster will most likely exceed the capabilities of local jurisdictions and the State, thus requiring assistance from the Federal government to supplement efforts.

### B. Planning Assumptions

1. A significant disaster will severely damage the transportation infrastructure. Most localized transportation systems and activities will be hampered by the damaged transportation infrastructure and disrupted communications.
2. The area/regional transportation infrastructure will most likely sustain damage. The damage, dependent upon the integrity of the transportation network, will determine the effectiveness and efficiency of the response and recovery efforts.

## III. CONCEPT OF OPERATIONS

### A. General

1. In accordance with the Northwood Emergency Operations Plan and this ESF, the Northwood Highway Department is responsible for coordinating transportation activities. The standard operating guides will provide the framework for carrying out these activities.
2. Support agency documents will be coordinated with the EOC.
3. Requests for assistance will be forwarded to the EOC. It is important that support agencies maintain close coordination with the Town's EOC.
4. When transportation requests exceed the capability of the Town, and with the approval of the Board of Selectpersons, the highway department will coordinate transportation activities with other communities and/or the State.

### B. Organization

1. The functional organization structure of this ESF will be expanded as needed.
2. This ESF will be composed of a primary contact and assistants, as needed. Once the ESF is operational at the EOC it shall function under the direction and control of a highway department representative.

3. ***Interagency Coordination***

Upon notification of an emergency requiring the activation of the EOC or other significant Town response, the primary agency for ESF-1 will brief and consult with designated essential personnel, support agency representatives, and the State Emergency Management or their designee to implement SOPs/SOGs in support of local transportation operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies

**C. Notification and Activation**

1. Upon determination by the EOC manager of an impending or actual incident requiring evacuation capabilities or posing a significant threat to the Town's transportation infrastructure, a highway department representative will respond to implement ESF-1 activities from the EOC.
2. ESF-1 may be activated at the request of an appropriate agency through Northwood's Emergency Management Director when an emergency condition exists and requires the support of ESF-1.
3. Upon activation, the ESF-1 representative will implement existing SOG's and support agency notifications.
4. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

**D. Emergency Response Actions**

1. The primary agency representative will establish operations at the EOC as soon as possible after the notification and activation of ESF-1.
2. The EOC personnel will brief the ESF-1 representative upon arrival.
3. Update support agency staff and monitor activities.
4. Determine transportation needs and available resources.
5. Maintain complete logs of actions taken, reports, and transportation resources needs and capabilities.

**E. Recovery Actions**

1. Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate the transportation needs required to re-enter the affected areas. Those requirements will include personnel and vehicle capabilities.
2. Coordination with ESF-3, Public Works and Engineering may also be required to establish emergency access to an impacted area (e.g., building temporary roads into an affected area).

**F. Deactivation**

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

**IV. ROLES AND RESPONSIBILITIES**

**A. Primary Agency - Highway Department**

Responsibility for transportation needs assessment and documentation rests with local emergency managers.

1. Review information gathered by ESF-5, Information and Planning concerning the status of transportation assets.
2. Develop and maintain SOG's in support of the Town's EOP.
3. Provide information to support ESF-14, Public Information, as requested.
4. Identify transportation capabilities and needs to facilitate evacuation.
5. Maintain accurate accounting of transportation resources.
6. Process and coordinate requests for local transportation support.
7. Develop and maintain transportation providers and develop Letters of Agreement.
8. Serve as a liaison between the transportation provider and the EOC.
9. Coordinate with other local jurisdictions to obtain transportation needs assessment information, as appropriate.
10. Manage and coordinate transportation resources and activities to facilitate the efficient evacuation of at risk residents resulting from actual or impending emergencies.

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11. Maintain communications with field operations, as necessary.
12. Coordinate with ESF-3, Public Works and Engineering for debris removal from evacuation routes.
13. Coordinate with Mass Care ESF-6.
14. Coordinate resources and provide support and agency representatives to Federal agencies, as required, in response to terrorist incidents/attacks.
15. Coordinate establishment and maintain refueling capability during emergency operations for all local resources, as appropriate.
16. Prioritize resource requests and allocations, as needed.
17. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
18. Collect and maintain the following ESF status information and coordinate with ESF-5, Information & Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Status of Air, Roadway, Networks, as appropriate.
  - b. Road Closures and Traffic Control Points.
  - c. Status of Bridges.
  - d. Status of Evacuation Routes.
  - e. Unmet Transportation Needs.
  - f. Allocated Transportation Resources.
  - g. Status of Critical Facilities (i.e., fueling stations, communications center, fuel storage sites, operational sites, etc.).
  - h. Major ESF-1 Issues/Activities.
  - i. Staffing and Resource Shortfalls.

**B. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of this ESF.
- b. Provide transportation support to other ESFs, as requested.
- c. Assess the Town’s transportation capabilities and resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements, as needed, to support ESF-1 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures.
- g. Provide personnel as drivers and in support of other operations.

**2. Northwood Transportation**

- a. Coordinate the provision of buses and other transportation resources and supplies to support emergency operations.
- b. Provide personnel as drivers and in support of other operations.

**V. REFERENCES**

**A. Plans**

- 1. Town of Northwood Emergency Operations Plan
- 2. New Hampshire Planning and Disaster Reference
- 3. New Hampshire Radiological Protection Plan
- 4. The National Response Plan
- 5. State Radio Amateur Civil Emergency Services (RACES) Plan

## VI. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-2: COMMUNICATIONS AND ALERTING

<b>Primary Agency:</b>	Emergency Management
<b>Support Agencies:</b>	Northwood Fire Department Northwood Highway Department NH State Police Rockingham County Sheriff's Office Concord Fire Dispatch E-911 NH Emergency Communications Local ARES/RACES Operators Code Red Notification System

### I. INTRODUCTION

#### A. Purpose

In the event of a Town emergency or disaster, Emergency Support Function (ESF)-2 will provide communications and alerting for the Town.

#### B. Scope

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

### II. SITUATION AND PLANNING ASSUMPTIONS

#### A. Situation

The Northwood Fire/Rescue, Police and Highway Department Manager 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.

#### B. Planning Assumption

Major emergencies probably will generate an extraordinary demand on all communications systems so priority usage must be given to local and State direction and control networks and the Emergency Alert System (EAS). Residential telephone usage must be severely curtailed to prevent system breakdown and line-load control, the prioritized shutdown of telephone service, must be established in order that emergency services may use the system for as long as possible.

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

#### **A. General**

All communications systems will be under the nominal control of the parent agency in any declared emergency. Upon notification of an emergency alert, the Communications Department will establish communications links with the following: Emergency Operations Center (EOC), Emergency response Forces, State EOC, Police and Fire Mutual Aid System, Surrounding Communities EOCs, Emergency Alert System, Local Radio Stations. The telephone company will provide line-load control to those emergency phone numbers as deemed as priority by the Communications Division. Residential phone service will be severely curtailed to prevent system breakdown. The Communications Division will contact local amateur radio operators and CB/Ham radio operators to augment local communications, if necessary.

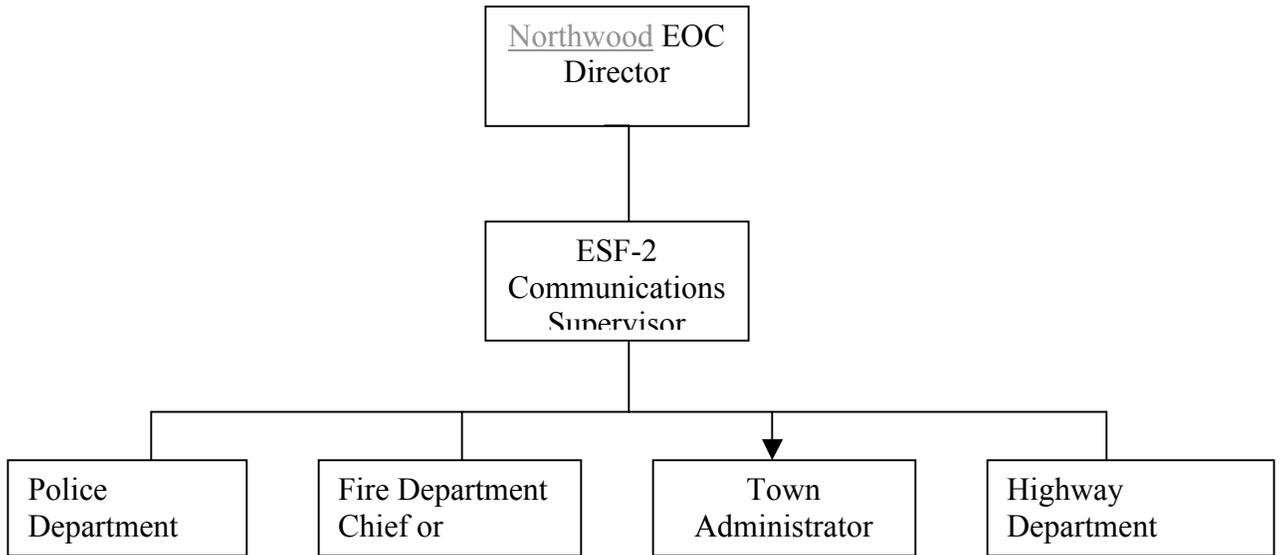
#### **B. Functional Areas of Responsibility**

ESF-2 manages and coordinates communications activities during existing or potential emergency conditions. Monitoring resources in support of town and state agencies accomplish this. ESF-2 utilizes established communications organizations, processes, and procedures. Responsibility for assessment and determination of communication requirement will rest with the ESF-2 and appropriate support agencies. The communication center will use the ICS system.

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

The NEOC staff will initiate notification sequence. Level of staffing will be dependent upon the severity of the emergency.

**1. Organization**



*Functional Organization of ESF-2 (Organizational Chart)*

**2. Full Activation**

Upon full activation, the communications team, as illustrated above will be alerted and assume responsibility for implementation of this ESF.

**3. Interagency Coordination**

The Communication Supervisor:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies
- e. Private Industry Partners (as appropriate)

#### **4. Operational Facilities/Sites**

The operations of the communications ESF will be directed from the NEOC located in the Ridge Fire Station by the Executive and operations staffs, assisted by appropriate state and federal agencies.

#### **D. Emergency Response Actions**

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

1. Establish and maintain close contact with the surrounding communities, State, Federal agencies, and volunteer organizations, as appropriate.
2. Provide communications support for the mobilization of Town resources, as required.
3. Task support agencies as necessary to carryout ESF-2 responsibilities as assigned.
4. Assist in the formulation and dissemination of information and notification to the public of an impending or present emergency. Through Northwood Police Department, make public notifications utilizing Nixle system.

#### **E. On-going Actions**

1. The EM Director, in consultation with the Town ESF representatives, will determine the requirements to sustain the continuing efforts. Factors to be considered in establishing these requirements can include but are not limited to, the following:
  - a. Determining additional communication needs.
  - b. Determining the adequacy of local communication networks.
2. As on-going operations progress to the recovery phase, and ESF response efforts are terminated, the EM Director may allow selected emergency response organizations or personnel to return to a non-emergency mode of operation.

#### **F. Deactivation**

Partial deactivation will be determined by the extent of the current response and recovery actions and at the discretion of the EM Director. Full deactivation would occur at the termination of the operational elements at the Town Emergency Operations Center (EOC). Some elements of ESF-2 may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period of time.

## IV. ROLES AND RESPONSIBILITIES

### A. Primary Agency – Emergency Management

1. Serve as the Town of Northwood’s primary Alert and Notification site prior to the EOC being activated.
2. Activate ESF-2 and appropriate support agencies, based on type and level of emergency.
3. Maintain established secure governmental communication systems in support of ESF-2 functions.
4. During emergency operations, coordinate all communications requests related to local, State, and Federal agencies.
5. Establish liaison and coordinate with ESF-7, Resource Support, to obtain additional communications equipment and supplies, as needed, to support emergency operations and to minimize communications interruptions.
6. Utilize personnel and equipment as required, including local, and volunteer resources, to coordinate and disseminate information to State and local agencies before, during, and after any local emergency.
7. Monitor communication resources/requirements in support of State and local emergency operations during emergencies.
8. Ensure that an Incident Action Plan is developed for each operational period of a Town Emergency and that liaison is maintained and coordinated with the EOC Operational Officer, ESF-5, Information and Planning and other Town officers, as required.
9. Collect ESF-2 status information related to Communications and coordinate with ESF-5, Information and Planning for inclusion in the Town Emergency Situation Report (SITREP) as directed by the appropriate SOG. Critical information to be provided to ESF-5, Information and Planning will include (but will not be limited to) situation updates on the following:
  - a. Status of communication systems
  - b. Critical Facilities (infrastructure)
  - c. Staffing shortfalls
  - d. Unmet needs (personnel, equipment, etc.)
10. Serve as Primary Control point for National Warning System (NAWAS).

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**B. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of ESF-2.
- b. Provide communications support to other ESFs, as requested.
- c. Assess the Town's communications capabilities and resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-2 activities/operations.
- f. Coordinate the acquisition of additional landline, cellular, and/or digital communications resources and equipment, as needed.
- g. Serve as liaison between the State and telecommunications utilities, cable companies, and the Federal Communications Commission (FCC), as appropriate.

**V. REFERENCES**

**A. Plans**

1. Town of Northwood Emergency Operations Plan
2. New Hampshire Planning and Disaster Reference
3. New Hampshire Radiological Protection Plan
4. The National Response Plan
5. State Radio Amateur Civil Emergency Services (RACES) Plan

## VI. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

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

***Primary Agency:***                    ***Northwood Highway Department***

***Support Agencies:***                NH Public Works Mutual Aid  
Northwood Emergency Management  
Northwood Code Enforcement  
NH Department of Transportation  
Northwood Fire Department  
Northwood Police Department

### **I. INTRODUCTION**

#### **A. Purpose**

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

#### **B. Scope**

The extent of the Town of Northwood's assistance and the priority in which the activity will be addressed is dependent upon the degree of lifesaving or life protecting needs following a catastrophic disaster. The scope of assistance will be as follows:

1. Technical advice and evaluations, construction management and inspection, emergency contracting and emergency repair of Northwood Town buildings and solid waste facilities.
2. Emergency clearing of debris to allow emergency personnel and equipment the ability to perform lifesaving and life protecting activities.
3. Temporary construction of emergency access routes necessary for passage of emergency response personnel. Emergency access routes include damaged streets, roads, bridges, airfields, and any other facilities necessary for passage of rescue personnel.
4. Emergency stabilization or demolition of damaged structures or facilities determined by local jurisdictions to be an immediate threat or hazard to public safety or as necessary to facilitate the accomplishment of lifesaving operations.
5. Maintain list of qualified private contractors.

## II. SITUATION AND PLANNING ASSUMPTIONS

### A. Situation

1. 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.
2. Debris may make streets and highways impassable. Public utilities may be damaged and/or be partially or totally inoperable.
3. A large event may affect the lives of many State and local jurisdictions' response personnel, and prevent them from performing their prescribed emergency duties. Similarly, equipment in the immediate event area may be damaged or inaccessible.
4. Sufficient resources may not be available to State and local jurisdictions to meet emergency requirements. Federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient, and effective response and recovery from the event.
5. Previously inspected structures may require re-evaluation due to secondary events.

### B. Planning Assumptions

1. Support agencies will perform tasks under their own authorities as applicable, in addition to tasking received under the authority of the Town of Northwood EOP.
2. Debris removal and emergency road repairs will be given priority in order to support immediate lifesaving emergency response activities.
3. Rapid assessment of the event area will be made to determine critical response time and potential workload.
4. Emergency environmental waivers and legal authority will be granted to dispose of materials from debris removal and demolition activities. Local jurisdiction authorities will obtain the required waivers and clearances.
5. Significant numbers of personnel with engineering and construction skills and construction equipment will be available from outside the impacted area.

### III. CONCEPT OF OPERATIONS

#### A. General

This Emergency Support Function (ESF) will provide support to local emergency response efforts following a disaster. Coordination will be maintained between local, State, and Federal officials as appropriate, in order to maximize efforts. Priority of tasks will be determined jointly. This ESF will work closely with ESF-5, Information & Planning, in order to provide damage assessment information.

#### B. Organization

1. The organization of this ESF will be composed of a Coordinator and assistants, as needed. The level of staffing will be dependent upon the severity of the disaster.
  - a. **Construction Unit Leader:** Typically this role will be the Northwood Code Enforcement Officer. This leader provides technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, emergency repair, and temporary construction required to assist impacted public structures and facilities.
  - b. **Safety/Damage Assessment Unit Leader:** Northwood Code Enforcement Officer provides on-site inspections of impacted public structures and facilities required to conduct Safety Damage Assessment inspections and issue determinations relating to occupancy and structural integrity.
  - c. **Debris Management Unit Leader:** Provides technical expertise and overall coordination of debris management activities.

#### 2. Interagency Coordination

Upon notification of an emergency requiring the activation of the Emergency Operations Center (EOC) or other significant Town response, the primary agency for ESF-3 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement SOPs/SOGs in support of local operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Public Works Mutual Aid

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**3. Operational Facilities/Sites**

The Town of Northwood Building Department will keep an inventory of materials needed to do facility repairs in an emergency.

**C. Notification and Activation**

Upon notification from the Town EOC staff, the ESF will be activated. The town's Highway Department Supervisor and/or EM Director will direct activation.

**D. Emergency Response Actions**

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

1. Compiling and evaluating damage assessments from local agencies.
2. Coordinating task priorities between local officials, State, and mutual aid if needed.
3. Establishing communications with field units/facilities and EOC.
4. Coordinating additional construction resources as needed.

**E. Recovery Actions**

1. Upon determination that emergency conditions have stabilized or are improving, the EM Director, shall direct recovery actions to commence.
2. Following the initiation of the recovery operations, the ESF-3 Coordinator shall determine, in consultation with other appropriate ESF representatives, the requirements to sustain the recovery efforts.
3. As the recovery phase progresses and individual functional ESF response efforts are terminated, the Selectpersons, through the EM Director, may allow selected emergency response organizations and/or personnel to return to a non-emergency mode of operation.

**F. Deactivation**

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

## IV. ROLES AND RESPONSIBILITIES

### A. Primary Agency – Northwood Highway Department

1. The Town of Northwood will seek funding to develop a Debris Management Plan with the assistance of State Agencies.
2. Coordinate resources and provide support and agency representatives to Federal agencies, as required, in response to disasters including terrorist incidents/attacks.
3. Identify specific areas that could sustain recovery efforts.
4. Assist in mobilization needs for resources, manpower, and equipment.
5. Assist in transportation and traffic control requirements.
6. Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protecting activities.
7. Provide temporary construction of emergency access routes necessary for passage of emergency response personnel; construction of firebreaks, as requested.
8. Coordinate with EFS-12 the restoration of critical utility services, including electric, telephone, gas, and restoration of water systems.
9. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
10. The Town of Northwood will develop standard operating procedures/guides (SOPs/SOGs) for safety and damage assessment teams.
11. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Status of debris removal activities.
  - b. Status of Water Systems.
  - c. Emergency Access Routes.
  - d. Unmet Needs (i.e., potable water, sanitation, etc.).

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- e. Status of public utility services restoration (i.e., electric, gas, telephone, etc.).
- f. Major ESF-3 issues/activities.

**B. Assisting Agency-Northwood Building Dept./Code Enforcement**

- 1. Assist with damage assessment efforts as requested.
- 2. Stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- 3. Maintain list of qualified private contractors and design consultants to assist in the restoration of critical facilities.

**C. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of this ESF.
- b. Provide transportation support to other ESFs, as requested.
- c. Assess the Town's public works and engineering capabilities and resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-3 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures with FEMA format.
- g. Provide operational support and agency resources, as requested.
- h. Northwood Fire Department Investigates spills and pollution causes.
- j. Northwood Highway Department expedites classification of debris.
- k. Provide evaluations, engineering services, construction management and inspection, emergency contracting, and emergency repair .

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1. Assist in the assessment of safety and operational condition of such facilities as dams, etc.

**2. Northwood Fire Department**

- a. Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.
- b. Provide personnel to manage and operate staging areas, as needed.

**V. REFERENCES**

**A. Plans**

1. Town of Northwood Emergency Operations Plan
2. New Hampshire Planning and Disaster Reference
3. The National Response Plan
4. State Radio Amateur Civil Emergency Services (RACES) Plan

**VI. ATTACHMENTS**

**A. Forms**

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-4: FIRE FIGHTING

**Primary Agencies:** *Northwood Fire Department*

**Support Agencies:** Northwood Police Department  
Northwood Public Works Department  
NH State Fire Marshal's Office (NHSFM)  
NH Department of Resources & Economic Development (DRED)  
Capital Area Fire Mutual Aid Compact (CAMFAC)  
NH Federation of Mutual Aids  
US Department of Justice (ATF)

### I. INTRODUCTION

#### A. Purpose

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

#### B. Scope

The Town's assistance under this function shall include actions taken through the application of personnel, equipment, and technical expertise to control and suppress incidents that have exceeded available resources. These functions will be in accordance with the State of New Hampshire's Revised Statutes Annotated (RSAs).

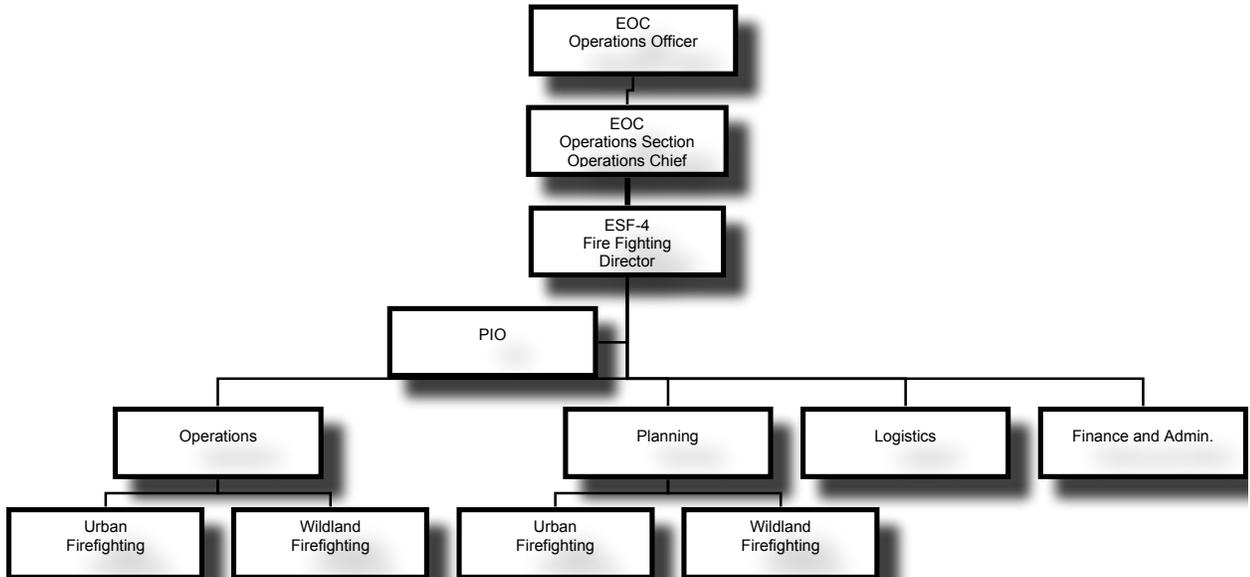
### II. CONCEPT OF OPERATIONS

#### A. General

1. The Town of Northwood Fire/Rescue is the primary agency responsible for supporting State and local operations to mitigate the effects of urban conflagration incidents in the Town.
2. DRED – Forests and Lands is the primary agency responsible for supporting State and local operations to mitigate the effects of wild land fires in the State.

**B. Organization**

1. The functional organization structure of this Emergency Support Function (ESF) is shown in **Figure 4-1, Functional Organization of ESF-4.**



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**Figure 4-1, Functional Organization of ESF-4**

2. ESF-4 will manage and coordinate the activities of the fire service surrounding existing or potential disaster conditions. This will be accomplished by monitoring resources in support of local and mutual aid agencies. ESF-4 will utilize established firefighting guidelines and procedures. Primary responsibility for situation assessment and determination of resource needs rests with local incident commanders in coordination with the Town’s EOC and appropriate agencies.
3. ESF-4 may also be activated at the request of the appropriate primary agency, or when called by another agency or by the local EOC, through Emergency Management (EM) when an incident exists that may require the support of the ESF-4 and/or other ESFs.
4. The primary agency Coordinator and any appropriate, qualified Town EOC personnel, as required, will staff ESF-4.

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5. **Interagency Coordination**

Upon notification of an emergency requiring the activation of the Emergency Operations Center (EOC) or other significant Town response, the primary agency for ESF-4 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement SOPs/SOGs in support of local fire fighting operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies

6. **Specialized Teams/Units**

- a. Specialized local and Federal teams can be brought in for resources if the proper channels for requesting assistance are followed. Proper declarations will be required, and requests should be made at an executive level to mobilize the teams.
- b. Some Federal teams are: Urban Search and Rescue (USAR), Disaster Medical Assistance Team (DMAT), Disaster Mortuary Team (DMORT), Critical Incident Stress Debriefing (CISD)
- c. Local teams: Regional HazMat teams, specialty rescue teams.

7. **Operational Facilities/Sites**

Operational facilities/sites are located in various locations throughout the State. Sites listed by New Hampshire officials are: fire departments, dispatch centers, local and State EOCs, and incident field offices.

- a. The fire departments throughout the State are primarily municipal and are controlled by the jurisdiction in which they reside.
- b. Associations these agencies participate in are either mutual aid agreements or memoranda of understanding (MOUs), or regional compacts.
- c. Dispatch centers are controlled by the jurisdiction in which they reside, except when the agency is a State agency. State dispatch centers are owned and operated by the State.
- d. Incident field offices are also State owned facilities and are activated by their authority, as needed.

**C. Notification and Activation**

1. Upon notification by a Senior Fire Official of an emergency or an impending incident of disastrous proportions, the appropriate primary agency will be requested to activate and coordinate ESF-4 activities from the EOC.
2. The EM Director and/or Operations Officer would request activation of ESF-4. The appropriate agency will provide one Coordinator (Coordinator plus an Assistant, if needed), to the EOC.
3. Once ESF-4 activation is initiated:
  - a. The appropriate primary agency representative(s) will implement existing operating procedures, mutual aid agreements, and notifications as outlined within existing protocols.
  - b. Deployment of personnel and resources will take place in accordance with established mobilization guidelines.
  - c. Assimilate and review resource lists.

**D. Emergency Response Actions**

1. The activities of this ESF will generally commence once primary jurisdictions have exceeded their fire fighting capabilities and have requested assistance.
2. Designate an ESF-4 representative to report to the Town EOC as soon as possible after notification.
3. Brief or be briefed by the EOC Liaison Officer and ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, Federal counterparts, and others as deemed necessary according to existing procedures.
4. Determine initial and ongoing activities and damage assessments through established intelligence gathering procedures.
5. Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters, as necessary.
6. Maintain close contacts with local, State, and Federal agencies and the EOC.
7. Maintain complete logs of activities taken, resource orders, records, and reports.

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8. Provide logistics support for mobilization of Federal resources.
9. Task support agencies as necessary to fulfill ESF-4 assigned roles and responsibilities.

**E. Recovery Actions**

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

**F. Deactivation**

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

### III. ROLES AND RESPONSIBILITIES

**A. Primary Agency – Town of Northwood Fire/Rescue**

1. Provide assistance for State and local fire fighting operations involving urban conflagration or wild land incidents, as required.
2. Coordinate with local authorities in the provision of personnel, equipment, and/or technical expertise to ensure sustainment of fire fighting operations during emergencies/disasters.
3. Ensure appropriate communication links are established with local or field elements and other agencies, as required.
4. Coordinate with ESF-7, Resource Support in the identification and acquisition of additional fire fighting equipment and supplies to support local response operations.
5. Develop a contingency plan in the event that conditions change or don't respond to the primary plan.
6. Coordinate with ESF-8, Health and Medical Services to provide for the health and safety of State emergency response personnel.
7. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
8. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning, to ensure inclusion into the Situation Report. (SITREP):

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- a. Damage Assessment Information.
  - b. Status of fire fighting activities.
  - c. Status of Critical Facilities (i.e., fire stations, communications towers, repeater sites, storage facilities, etc.).
  - d. Staffing and resource capabilities and shortfalls.
  - e. Unmet Needs (i.e., staff rehabilitation, CISD/M, sanitation, etc.).
  - f. Major ESF-4 issues/activities.
  - g. Allocation of fire fighting resources.
  - h. Status of operational facilities (i.e., staging areas, fixed/mobile command posts, etc.).
8. Work with EM to co-ordinate requests, and activate Emergency Management Assistance Compact agreements (EMAC).
  9. Coordinate with ESF-2, Communications and Alerting to provide communications support, as needed.
  10. Coordinate with ESF-1, Transportation to obtain assistance when required.
  11. Coordinate with ESF-15, Volunteers and Donations and American Red Cross to obtain assistance with rehabilitation of fire fighters (food).
  12. Coordinate with ESF-6, Mass Care and Shelter for the relocation of displaced victims from natural and man-made disasters.
  13. Coordinate with ESF-13, Law Enforcement and Security to obtain assistance in protection of evidence, protection of the incident scene, and traffic control.

**B. Support Agency - Department of Resources and Economic Development (DRED) –  
Forests and Lands**

1. Coordinate Town activities during wild land fires.
2. Aid and direct municipal fire departments in wild land fire prevention, pre-suppression, and suppression.
3. Maintain Forest Fire Protection Agreements.
4. Maintain suppression and detection equipment, resources, and supplies.

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5. Provide agency resources and logistical support, upon request.
6. Provide for security and traffic control in State parks.
7. Provide liaison between local fire officers and State and Federal agencies during wild land fire fighting operations.

**C. Support Agencies**

**1. General**

- a. Provide operational support and agency resources, where appropriate, in support of the management and operation of ESF-4.
- b. Assess the fire fighting capabilities and resources of the support agencies.
- c. Provide periodic updates regarding agency activities and/or operations.
- d. Implement interagency agreements and/or memoranda of agreement/understanding, as needed, to support ESF-4 activities/operations.

**IV. REFERENCES**

**A. Plans**

1. Town of Northwood Emergency Operations Plan
2. New Hampshire Planning and Disaster Reference
3. New Hampshire Radiological Protection Plan
4. The National Response Plan
5. State Radio Amateur Civil Emergency Services (RACES) Plan

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

1. Northwood Fire Rescue SOPs/SOGs
2. NOEM SOPs/SOGs
3. Central New Hampshire Hazardous Materials Response Team SOPs/SOGs
4. Mutual Aid SOPs/SOGs

**C. Compacts/Mutual Aid/Memoranda of Agreements**

1. Capital Area Fire Mutual Aid Compact
2. New Hampshire. Federation of Mutual Fire Aid Associations

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

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Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-5: INFORMATION AND PLANNING

**Primary Agency:** *Board of Selectpersons via Northwood Town Administrator and/or Northwood Town Planner*

**Support Agencies:** Any and all entities providing information or data for the purpose of responding to Emergency Management issues.  
Northwood Planning Board and ZBA  
Northwood Police and Police Commission  
Northwood Fire Rescue  
Northwood Highway Department  
Northwood School District  
New Hampshire Office of Homeland Security and Emergency Mgt.  
New Hampshire Office of State Planning  
Strafford Regional Planning Commission  
Capital Area Public Health Network  
Northwood Technology Committee

### I. INTRODUCTION

#### A. Purpose

The purpose of this Emergency Support Function (ESF) is to collect, compile, analyze, coordinate and disseminate the collection of data relevant to injury, death and damage assessment in disaster areas.

#### B. Scope

The scope is the overall coordination of collection of data activities at the Town of Northwood Emergency Operations Center (EOC) in order to formulate response and recovery actions. However, decisions 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:

1. **Information Processing:** To process essential elements of information from local, State, and Federal, and other sources and to disseminate in order to provide for adequate response activities.
2. **Reports:** To consolidate information, document response activities and to provide essential information to local, State, and Federal and other sources.
3. **Displays:** To maintain information and status in order to facilitate briefings and current activities.

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4. **Planning Support:** For consolidating data to support the preparation of the State's Action Plan.
5. **Technical Services:** To coordinate remote sensing and reconnaissance requirements; establish and maintain a geographic information system (GIS) within the EOC; provide hazard-specific technical advice to support operational planning; and use additional subject matter experts or technical specialists such as a meteorologist or seismologist, as needed.

## II. CONCEPT OF OPERATIONS

Typically, the activities of ESF-5, Information and Planning will commence once the EOC is activated due to an emergency situation. The following will provide an overall description of the concept of operations. For small incidents, ESF-5 operations will be carried on by the Emergency Management Director or designate.

### A. General

In response to an incident, the following may occur:

1. Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide:
  - a. Gross assessment of disaster impacts including the identification of the boundaries of the damage areas, type and severity of the damages, including status of vital facilities.
  - b. Provide general assessment of the status of government operations at the local level.
  - c. Select or validate, as necessary, the operational status of critical facilities such as airfield, helicopter sites, staging areas, mobilization centers, etc.
  - d. The priority during this assessment phase is Town owned facilities. The occupants of those facilities are charged with gathering damage estimates and transmitting the data to ESF-5.
2. The assessment of the incident, if warranted, will be communicated to ESF-5 where it will be directed to the appropriate operational emergency service element needing the information.
3. Based upon the emergency situation, the activities of ESF-5 can commence pre-event or with the activation of any or all portions of the Emergency Operations Plan.
4. The various support agencies to ESF-5, through the Town's Emergency Management Director, will gather, disseminate, and transmit data to ESF-5.

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ESF-5 will collect, summarize, analyze, display, and disseminate critical elements to the operational support of the Town EOC. Such elements include but are not limited to:

- a. Boundaries of the disaster area.
  - b. Social/economic/political impacts.
  - c. Jurisdictional boundaries.
  - d. Status of transportation system.
  - e. Status of communications system.
  - f. Access points to the disaster areas.
  - g. Status of operating facilities.
  - h. Hazard-specific information.
  - i. Weather data affecting operations.
  - j. Seismic or other geophysical information.
  - k. Status of critical facilities.
  - l. Status of aerial reconnaissance activities.
  - m. Status of key personnel.
  - n. Status of emergency declarations.
  - o. Major issues/activities of ESFs.
  - p. Resource shortfalls.
  - q. Overall priorities for response.
  - r. Status of upcoming activities.
  - s. Donations.
  - t. Historical information.
  - u. Status of infrastructure systems (i.e., transportation, energy, utilities, etc.).
5. As the response activities progress, most of the information will be collected by the operational elements of the EOC. Critical information will be reported as it develops, and information for situation reports will be provided, as required.
  6. Information will be received, processed, and disseminated by ESF-5. ESF-5 will focus on relationships among information categories, particularly information which applies to multiple operational elements.
  7. ESF-5 will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation. SITREP forms and established timelines for submittal should be maintained by all support agencies.
  8. The staffing pattern and the level of staffing will be dependent upon the severity of the emergency. Once the EOC is activated and the activities of ESF-5 commence, a designated member will be assigned as the ESF-5 Section Chief. The Chief will conduct an assessment of the situation and staff accordingly.

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9. **Specialized Teams/Units**

- a. Safety and damage assessment teams associated with various ESFs will transmit data and information to ESF-5.

**B. Organization**

1. The staff positions and descriptions, which may be implemented are:
  - a. ***Information & Planning Section Chief:*** The primary function of this position is to coordinate and manage the responsibilities and functions of ESF-5, assist in planning activities related to response and recovery actions and provide staff requirements.
  - b. ***Information Branch Director:*** The primary function of this position is to coordinate and manage the responsibilities and functions of the Local Liaison Unit and EOC Message Center with planning activities related to response and recovery actions.
  - c. ***Planning Branch Director:*** Then primary function of this position is to coordinate and manage the responsibilities and functions of the Situation Unit, Documentation and Analysis Unit, and Technical Services Unit with planning activities related to response and recovery actions.

**C. Notification and Activation**

In response to an event that would cause the activation of the EOC, the EM Director would initiate notification.

**D. Emergency Response Actions**

The emergency response actions of ESF-5 are as follows:

1. The initial actions are the activation of the ESF with the determination of staff requirements at the EOC in order to collect, process, and disseminate incoming information.
2. Collect, process, and disseminate information on the disaster or emergency situation for use by the Town and State Emergency Management.
3. Prepare briefings and reports based on input from other ESF operational elements, local and State agencies, and the Federal government.
4. Maintain status boards, maps, and charts critical to the operation of the EOC.
5. Provide or secure technical advice, as needed.

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6. Prepare planning reports and develop special reports describing specific actions, priorities or contingency planning requirements, as requested.
7. Log and track local, State, and Federal response actions and requests to support the operational elements.
8. Provide to the State the necessary information, briefings, and reports to enhance and coordinate State and Federal response and recovery efforts.

**E. Recovery Actions**

Recovery actions will begin at the discretion of the Board of Selectpersons and/or 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.

**F. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the Emergency Management Director. Full deactivation would occur at the termination of the operational elements at the Town EOC.

### **III. ROLES AND RESPONSIBILITIES**

**A. Northwood Town Administrator**

1. Coordinate the overall Town efforts to collect, process, report, and display essential elements of information and to facilitate support for planning efforts during response and recovery operations.
2. Provide staff, as necessary, to carry out the functions of ESF-5.

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**B. Support Agencies**

**1. General**

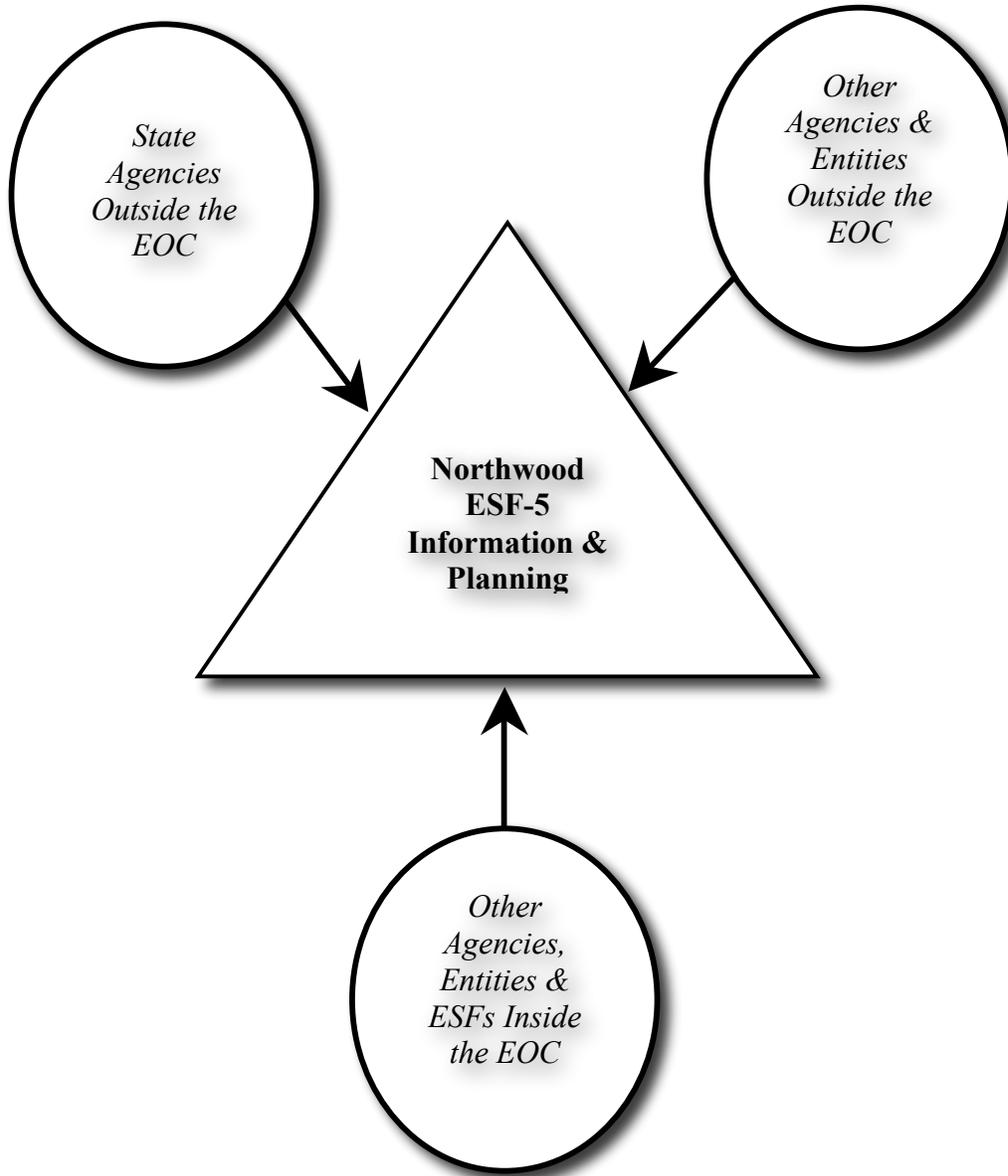
- a. Provide operational support and resources, where appropriate, in support of the management of ESF-5.
- b. Provide periodic updates regarding agency activities and/or operations.
- c. Document all agency activities, personnel and equipment utilization, and other expenditures, as required.
- d. Provide technical support for all aspects of the response and recovery efforts, as needed.
- e. Gather damage assessment data and transmit information to ESF-5.

**IV. REFERENCES**

**A. Plans**

1. Town of Northwood Emergency Operations Plan
2. New Hampshire Planning and Disaster Reference
3. New Hampshire Radiological Protection Plan
4. The National Response Plan
5. Capital Area Public Health Network Regional Health Emergency Plan
6. CAPHN Northwood POD Plan

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*Figure 5-2: Transmission of Data and Information to ESF-5*

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document**

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

***Primary Agency:*** *Northwood Human Services Department*

***Support Agencies:*** Northwood Agricultural Committee  
Northwood Fire/Rescue  
Northwood Parks and Recreation Department  
Northwood Emergency Relief Committee  
Northwood Food Pantry  
Northwood Transportation  
Northwood School District  
NH Department of Health and Human Services  
New Hampshire National Guard  
American Red Cross (ARC), NH Chapter  
Salvation Army  
Capital Area Public Health Network (CAPHN)  
Rochester VNA  
Northwood Veterinary Hospital  
Northwood Animal Control Officer

**Local Churches:**

Northwood Congregational Church  
St. Joseph's Church  
New Hope Evangelical Church  
First Baptist Church East  
Advent Christian Church  
Baptist Church (Nottingham)

### **I. INTRODUCTION**

**A. Purpose**

To coordinate the provision of mass care, temporary shelter, feeding, human services, and emergency first aid to persons who have been evacuated, either following a disaster or anticipated event, requiring activation of this plan and to maintain a Disaster Welfare System (DWS), optimally compatible with the Safe and Well System used by the American Red Cross (ARC).

**B. Scope**

ESF #6 Mass Care includes four primary functions; mass care, housing, emergency assistance and human services. The Town of Northwood will independently coordinate these functions for all disaster victims as part of a broad program of disaster relief to promote the delivery of services and the implementation of programs to assist individuals, households, and families impacted by an incident. This may include economic assistance and other assistance for individuals.

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1. **Mass Care includes five functions – sheltering, feeding, emergency first aid, bulk distribution of emergency items and collecting and providing information about victims to family members (sometimes known as disaster welfare information or DWI).**
  - a. **Sheltering:** The Provision of accessible, short-term emergency shelter for disaster victims including the use of pre-identified shelter sites in existing structures and use of similar facilities outside the disaster-affected area, should evacuation be necessary.
  - b. **Feeding:** The feeding of disaster victims and emergency workers will be through a combination of fixed sites, mobile feeding units and bulk distribution of goods. Such operations will be based on sound nutritional standards and food safety requirements. Feeding operations will include provisions for meeting dietary requirements of disaster victims with special dietary needs to the greatest extent possible.
  - c. **Emergency First Aid:** Supplementary emergency first aid services will be provided to disaster victims and injured workers at mass care facilities and at designated sites within the disaster area.
  - d. **Bulk Distribution of Emergency Items:** The distribution of emergency relief items to meet urgent needs through sites established within the affected area(s). These sites would be used to distribute food, water, or other commodities.
  - e. **Disaster Welfare Information:** Disaster welfare information regarding individuals residing within the affected area or in shelters will be collected and maintained for immediate family members and/or guardians outside the affected area. This system will also be provided to aid in reunification of family members within the affected area who were separated during the disaster or relocated following the disaster. The system used by the community should be consistent and/or compatible with the Safe and Well System used by the American Red Cross for such purposes.
2. **Housing:** includes options that extend beyond temporary sheltering operations and is coordinated with ESF 14 (Public Information) for:  
rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing and access to other sources of housing assistance.

The National Disaster Housing Strategy guides this assistance

3. **Emergency Assistance:** Assistance required by individuals, families and their communities to ensure that immediate needs beyond the scope of traditional

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“mass care” services provided at the local level are addressed. These services include:

- a. **Support to evacuations** (including registration and tracking of evacuees)
  - b. **Reunification of families**
  - c. **Provision of aid and services to functional needs populations**
  - d. **Non-conventional shelter management**
  - e. **Coordination of voluntary agency assistance**
4. **Human Services:** includes the implementation of disaster assistance programs to help disaster victims recover from their non-housing related losses, including programs to displace destroyed personal property and to help obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, support and services for functional needs populations and other State and Federal benefits.
5. **Specialized Responsibilities:** Responsibilities under ESF #6 may expand and incorporate specialized activities for certain types of incidents, including radiological emergencies. Refer to Radiological Incidents at Nuclear Facility Incident Annex for roles and responsibilities for ESF #6 during such an event. Special roles may also be identified in other Incident-specific annexes, such as Pandemic flu. Specialized shelters such as pet shelters and those for individuals with medical needs are the responsibility of, and contained in, other ESF Annexes, including ESF #16 and ESF#8 respectively.

C. Policies

1. **General**

- a. The Northwood Emergency Management Director will determine if a shelter is to be opened and will select a shelter in concurrence with the Northwood Department of Human Services, its’ State counterparts, and the provider of the site.
- b. The Northwood Department of Human Services will activate ESF-6 upon notification from the Emergency Management Director or his/her designee that the community’s EOP has been activated and that the community anticipates the possibility of needing mass care, housing, human service or emergency assistance functions fulfilled.
- c. All appropriate government (local and State), voluntary agency, and private sector resources will be used as available.

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- d. All services will be provided without regard to economic status or racial, religious, political, ethnic or other affiliation.
- e. ESF #6 activities will begin immediately after any need addressed by this plan is identified.
- f. Staging of facilities may occur before the incident if/when the situation may dictate.
- g. The Town's Emergency Operations Plan (EOP) will not supersede the operating procedures of support agencies, but will conform to established and recognized disaster relief polices. Support agencies will maintain administrative and financial control over their activities.

## II. PLANNING ASSUMPTIONS

- A. Information will be provided to assist the public in preparing personal/family/pet emergency plans specifically for shelter-in-place, evacuation, and residing in public emergency shelters
- B. Potential hazards may require an evacuation. The magnitude of the situation will determine the number of evacuees who will require mass care and other services subsequent to evacuation. Some residents will not be willing to evacuate, regardless of the hazard(s).
- C. Not all emergencies or disasters will require evacuations or the implementation of a shelter, however there may be functional and other needs that require attention being paid to affected individuals. Those needs should be addressed in planning initiatives.
- D. The New Hampshire Division of Health and Human Services, in conjunction with Concord Area Chapter of the American Red Cross, will serve as the liaisons for providing mass care support services to the Town of Northwood.
- E. The current statement of understanding between State of New Hampshire Division of Homeland Security and Emergency Management, New Hampshire Department of Health and Human Services, and the American Red Cross, and Letters of Agreement between the Town of Northwood and the ARC allows for request of assistance from the ARC for shelter management. The ARC may support this facility if it is approved as determined by a Red Cross Facility Assessment and may be activated under the operation of the community. The American Red Cross may support the facility's operation if the disaster is localized and resources are available to support the operation.

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- F. In the event of a statewide emergency/disaster, the State is looking to establish regional shelters, of which Northwood may have its own designated facility. In the event that the Town of Northwood is expected to participate in a regional shelter facility outside of its borders, it is anticipated that a mutual aid agreement for sheltering will have been developed between participating communities.
- G. The Red Cross may support regional facilities based on available resources.
- H. Facilities have been evaluated on the basis of their ability to accommodate at least 5% of the local or regional population as appropriate.
- I. Support agencies have been designated to support the ESF-6 mission and resources from the Voluntary Organizations Active in Disaster (VOAD) and local, private sector resources may also be applied to the response effort.
- J. The Stafford Act and Post-Katrina Emergency Management Reform Act (PKEMRA), along with Federal civil rights laws, mandate integrations and equal opportunity for people with functional needs in general population shelters.
- K. Children and adults requiring functional needs support services may have physical, sensory, mental health and cognitive or other intellectual disabilities affecting their ability to function independently without assistance. Others that may benefit from functional needs support services include women in late stages of pregnancy, elders and people needing bariatric equipment.
- L. Service animals will accompany their owners in rescue/evacuation vehicles and shelters, clinics and any other facility related to the emergency and its response.
- M. The Northwood Office of Emergency Management will have conducted a review of the potential cultural, religious, language and functional needs of its community members, including transportation needs, prior to the activation of this ESF. The findings of this review will be incorporated into the Planning Assumptions and Concept of Operations sections of this ESF.
- N. Should crisis-counseling services be required during a local event, trained health professionals will be provided by local and state community service professionals. As with all resources, during a state-wide event, trained mental health professionals may not be immediately available to the community.
- O. Shelters for the general populations, those with special medical needs and animals will be co-located to the greatest extent possible. Appropriate veterinarian/animal sheltering services during emergency situations will be provided to the greatest extent possible.
- P. Residential facilities will be expected to shelter in place if at all possible. In the event that a residential facility evacuates to a shelter, it is expected that staff of the facility will accompany the residents and provide care for them while in the shelter.

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- Q. Facilities will have been previously evaluated for ADA compliance prior to their approval as a shelter facility. Checklists containing appropriate criteria may be found in the community's Point-of-Distribution Plan, an annex to ESF-8, Health and Medical Care, in the NH Supportive Care Shelter Guidance document and/or the ADA Checklist for Emergency Shelters found in the ADA Tool Kit for State and Local Government.
- R. Any ARC or locally-approved shelter facility will have in place an appropriate Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) between the owner and the ARC or municipality for the use of the facility in this capacity.
- S. The Town of Northwood has a sustained long-term commitment to providing human services to restore its residents to a state of mental, physical and social well-being.

### III. CONCEPT OF OPERATIONS

#### A. General

1. The Town of Northwood Human Services Department has been designated the primary agency responsible for mass care. The American Red Cross and other State agencies have been designated to support the mass care function. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.
2. Dependent on the size of the event, the Town of Northwood may activate ESF-6 in support of a local event and provide coordination with State Emergency Management.
3. Necessary support agencies will be notified and expected to provide 24-hour representation as appropriate. Support agency representatives will have sufficient knowledge of the capabilities and resources of their agencies, and appropriate authorities to commit resources to the response effort.
4. The Department of Human Services will ensure that the functional needs populations are provided for in the time of an emergency.
5. The Department of Human Services will address the cultural, religious and transportation needs and practices of residents within its shelter(s) on a case-by-case basis with the assistance of appropriate supporting agencies.
6. Daily situation reports will be provided to the local emergency operations center about the status of evacuees and the operation of the shelter.

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7. Operations for sheltering and sheltering resources will be carried out in accordance with existing mutual aid agreements for the use of those facilities and resources. Currently, mutual aid agreements for the Town of Northwood's ESF #6 do not exist. Pending agreements are listed in Section VII.C: Compacts/Mutual Aid/Memoranda of Agreements of this ESF

**B. Organization**

1. Mass Care ESF-6 falls under the jurisdiction of the Town of Northwood Human Services department.
2. The functional organizational structure of this ESF should follow local, state, and federal guidelines. These include the designation of entities responsible for each of the four primary functions of ESF #6:
  - a. Mass Care
  - b. Emergency Assistance
  - c. Housing
  - d. Human Services

**3. State-level Response Support Structure**

- a. ESF-6 will operate under the direction of the State Emergency Management, NH Department of Health and Human Services, and the ARC.
- b. The New Hampshire Department of Health and Human Services will report to the State EOC to serve as coordinator of ESF-6.

**4. Interagency Coordination**

Upon notification of an emergency requiring the activation of the EOC or other significant response, the primary agency for ESF-6 will brief and consult with designated essential personnel, support agency representatives, and the State Emergency Management or their designee to implement SOPs/SOGs in support of local care and sheltering operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies

**C. Notification and Activation**

The Northwood Emergency Management Director is responsible for notifying the State Bureau of Homeland Security and Emergency Management and the ARC that a major disaster has occurred or is imminent and may result in activation of the response procedures as described in the plan.

The Northwood Public Information Officer will work with the Northwood Human Services Department to develop appropriate messaging for residents and visitors regarding:

1. The need to shelter-in-place, shelter locations, what to pack for in the

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- event of an evacuation and the ability of local shelters to address specific needs such as medical needs and animals.
2. Opportunities for housing and human services
  3. The availability of a Family Assistance Center or hotline

Messages will be disseminated via the following venues that are specific to the Town of Northwood.

1. Door-to-door notification of residents of evacuation area by the Northwood Fire Department
2. Message boards at the two schools on Route 4
3. Use of school alert networks at Northwood Elementary and Coe-Brown
4. WMUR and WOKQ media outlets

Additional strategies for the development and dissemination of educational messages that may apply to may be found in the community's regional Public Health Emergency Response Plan (PHERP) and its Pandemic Influenza Annex.

**D. Response Actions**

**1. Initial Actions**

The Town of Northwood will be responsible for managing all ESF-6 activities.

**2. Continuing Actions**

- a. The Northwood Emergency Management Organization will mobilize the resources necessary to support the:
  - ii. Operation of all required sheltering and feeding services.
  - iii. Operation of all required Disaster Welfare Inquiry Services.
- b. The Town of Northwood will maintain contact with State Emergency Management to coordinate assistance required. When possible all support agencies will coordinate the needs for mass care with ESF-5, Information and Planning.
- c. ESF #6 support agency representatives will provide coordination with their agencies on an ongoing basis to meet Mass Care needs using existing agency authorities and any predetermined or existing arrangements for providing such support.
- d. Evaluation of support requirements coming to the State and other voluntary agencies will be based upon analysis of information on the:

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- i. Number of people requiring shelter, food, and emergency first aid, and the number of DWI requests received. (This information will be compiled and reported daily through the appropriate channels).
  - ii. Number of people being sheltered and number of meals served each day, and the number of DWI requests being processed (The number of people requiring mass care may not be the same as the number receiving mass care, especially if there are shortfalls in service delivery).
  - iv. Availability of facilities to meet requirements.
  - v. Availability of food resources to meet needs.
  - vi. Status of restoration of public utilities and the estimated restoration of residential services.
  - vii. Logistical shortfalls that require additional support, including communications, transport, supplies, and personnel; and other resources as needed.
- e. Based on the continuous monitoring and evaluation of the above information, each primary agency may task support agencies. Some needs may be referred to other agencies.

#### IV. ROLES AND RESPONSIBILITIES

##### *A. Primary Agency – Northwood Department of Human Services*

- 1. General Roles and Responsibilities:
  - a. Provide for the management and coordination of mass care, emergency assistance, housing and human services to the area(s) affected by disaster.
  - b. Ensure that an Incident Action Plan (IAP) is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
  - c. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
    - i) Status and types of Shelters.
    - ii) Number of individuals and/or animals sheltered.
    - iii) Report the number of people and meals served.
    - iv) Status of people with functional needs in shelters

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- v) Status of DWI Services.
  - vi) Status of Disaster Mental Health Activities
  - vii) Number and Type of assistance provided to victims (e.g., vouchers, temporary housing).
  - viii) Type and level (amount) of unmet needs.
  - ix) Status of Operational Facilities (eg headquarters, communications).
  - x) Staffing and Resource Shortfalls.
  - xi) Major ESF-6 Activities/Issues
- d. Manage all ESF #6 logistical and related fiscal activities.
2. Mass Care Roles and Responsibilities:
- a. Establish and operate mass care shelters and feeding facilities for victims requiring these services.
  - b. Ensure that shelters and feeding sites are evaluated for, and meet, state, local and federal requirements for ADA compliance, food safety and infection control and surveillance during disaster.
  - c. Ensure that shelter and feeding facilities are safe places for workers and evacuees.
  - d. Develop a plan to ensure sanitary conditions within the shelter and/or feeding facility.
  - e. Coordinate the recruitment and assignment of personnel for mass care operations.
  - f. Coordinate registration of shelter residents.
  - g. Coordinate with Emergency Assistance to ensure that shelter residents have access to Emergency Assistance Services, including integration of registration information in the Disaster Welfare Inquiry (DWI) system.
  - h. Coordinate with ESF-1, Transportation for defined transportation needs related to staffing, supplying and occupancy of the shelter.
  - i. Provide casualty and illness information to appropriate authorities.
  - j. Maintain a list of jurisdictions covered by the shelter as defined by the Town of Northwood.
  - k. Coordinate with ESF-1, Transportation, for information and other resources related to supporting transportation activities
  - l. Coordinate with ESF-13, Law Enforcement and Security for the provision of security at shelters, as needed.
  - m. Coordinate with ESF-11 for the provision of Food and Water, for support of feeding operations
  - n. Coordinate with ESF-16, Animal Health, regarding animal sheltering issues.
3. Emergency Assistance Roles and Responsibilities

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- a. Ensure that a Disaster Welfare Inquiry (DWI) System for the purpose of collecting victim information and reporting victim status is operational and maintained.
  - b. Establish a Family Assistance Center to provide seamless delivery of services and the dissemination of information to victims and families following a large scale incident or one in which there are mass casualties.
  - c. Coordinate with Human Services and Housing to ensure that Human Service and Housing needs are addressed by the Family Assistance Center.
  - d. Coordinate the provision of relief efforts with volunteer organizations and agencies actively engaged in providing assistance to disaster victims.
4. Housing Roles and Responsibilities
- a. Identify factors that could impact incident-related housing needs.
  - b. Develop a plan of action to provide housing assistance in the most effective, expedited and efficient manner available at the time of the incident.
  - c. Identify solutions for transitional and long-term housing for victims. These may include, but are not limited to, rental assistance, temporary housing, residential assisted living situations for individuals with specific functional needs and loans for the repair/replacement of primary residences.
  - d. Refer to the National Disaster Housing Strategy to guide housing assistance efforts
5. Human Services Roles and Responsibilities
- a. Provide support for the human services needs of individuals at remote evacuation staging areas (possibly at the shelter).
  - b. Ensure that the mental health/counseling needs of victims and staff are addressed by developing plans, policies and procedures for addressing their immediate, short-term and long-term anxieties, stress and trauma associated with an emergency or disaster.
  - c. Work with the Public Information Officer to disseminate information about local, state and federal programs available to residents needing support with disaster-related, non-housing losses. These may include

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programs that replace personal property, disaster-related loan programs, food stamp assistance, unemployment, legal services and support for individuals with functional needs.

- d. Coordinate victim-related recovery efforts and implement an appropriate plan to assist all victims based on available resources

**B. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of ESF-6.
- b. Provide support to other ESFs, as requested.
- c. Assess the State's Mass Care and Shelter capabilities.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-6 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures, as required.
- g. Assist in locating and providing health and welfare workers to augment personnel assigned to shelters (if available).
- h. Collaborate with other departments and ESFs to meet identified needs in the areas of emergency medical services, transportation, and bulk distribution of emergency relief supplies to disaster victims.
- i. Provide support for functional needs populations residing in shelters.
- j. Coordinate the provision of crisis counseling and mental health services for shelter residents, staff in shelters and other mass care facilities upon request.
- k. Provide basic public health assistance, food inspection, sanitation inspection, and safe handling of food in shelter.
- l. Assist with patient tracking.

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- m. Provide casualty information from within the affected area in support of a DWI system.
- n. Provide environmental sanitation and disease surveillance.

## V. RESOURCE REQUIREMENTS

1. Resources which may have to be mobilized in support of ESF-6 mass care activities include the transportation of cots and blankets, portable toilets, water containers, cooking equipment, registration forms, first aid and shelter medical supplies, vehicles for transport of personnel and supplies, ARC comfort and cleanup kits, portable lamps, generators, fans, office supplies, tables and chairs, etc. Many of these supplies will already be in shelter locations or can be obtained through normal disaster supply channels.
2. Vehicles will be provided by ESF-1: Transportation. Feeding equipment, two-way radios, phones and cellular phones, portable FAX units, portable computers with modems, etc., may be needed. Inventories of available medical supplies and equipment may be found the region's Public Health Emergency Response Plan (PHERP) and/or its annexes including the Pandemic Influenza Annex.
3. Personnel resources will include ARC; voluntary agencies such as members of VOAD; veterans groups; labor unions; scouting organizations; professional associations; and private corporations and other groups. Personnel resources will be coordinated through ESF #15 Volunteers and Donations.

## VI. DEVELOPMENT, MAINTENANCE, AND IMPLEMENTATION

1. The Town of Northwood Human Services Department is responsible for the development and maintenance of the ESF-6 portion of this local EOP. Distribution of information in the plan will be the responsibility of the local Emergency Management Director.
2. The Town of Northwood Emergency Management Director will coordinate planning exercises of this LEOP and assure that local Red Cross & other partners participate in such exercises.
3. The Town of Northwood Human Services Department will assure that ESF-6 is regularly reviewed and updated to reflect current policies and procedures.

## VII. REFERENCES

### A. Plans

1. American Red Cross Board of Governor's Disaster Policy Statements.
2. American Red Cross Disaster Services Programs (ARC 3000 Series)
3. ARC NH State Disaster Plan
4. NH Emergency Response Plan
5. State of NH Functional Needs Guidance and Template
6. Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, FEMA
7. Functional Needs Guidance, adapted for the Town of Northwood: State Emergency Operations Plan Support Annex Version 3.0, March 2010
8. NH State Supportive Care Sheltering Plan
9. National Disaster Housing Strategy
10. Capital Area Public Health Network (CAPHN) Public Health Emergency Response Plan (PHERP)
11. Risk Communication Annex of the Pandemic Influenza Plan, CAPHN

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

1. None Identified

### C. Compacts/Mutual Aid/Memoranda of Agreements

1. Northwood School District (Pending)
2. Towns of Pittsfield, Epsom and Deerfield for sharing of shelter facilities (Pending)
3. Concord Red Cross (Pending)
4. Capital Area Public Health Network (Pending)

## VIII. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

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

***Primary Agencies:***                      ***Recycling and Transfer***

***Support Agencies:***                      Northwood Finance Department  
Northwood Police Department  
Northwood Fire Department  
Northwood Public Works Department  
Northwood Parks and Recreation Department

## **I. INTRODUCTION**

### **A. Purpose**

The objective of this Emergency Support Function (ESF) is to provide logistical/resource support preceding or following a disaster.

### **B. Scope**

Involves the provision of services, personnel, commodities, and facilities to the Town of Northwood during the immediate response phase of a disaster. This support includes locating, procuring, transporting, and issuing resources, such as emergency relief supplies; telecommunications; transportation services; fuel; contracting services; heavy equipment; generators; emergency procurement of medical and food supplies (both Federal and private vendors); office space; equipment and supplies; and personnel required to support immediate response activities.

## **II. CONCEPT OF OPERATIONS**

### **A. General**

1. The Northwood Board of Selectpersons, Northwood Emergency Management Director and the Northwood Treasurer are responsible for planning, coordinating, and managing the resource support needed in ESF-7.
2. The primary source of equipment, supplies, and personnel shall be made from the resources of the activated ESFs and local sources outside the impacted area. Support, which cannot be provided from these sources, will be obtained through commercial sources. Resources outside disaster areas will be directed to fulfill unmet needs of the Town of Northwood. Logistical support necessary to save lives will receive first priority. Massive acquisition of resources will be accomplished in accordance with a Disaster Declaration, which would exempt normal procedures for purchasing.

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3. Primary and support agencies staffing ESF-7 will have extensive knowledge regarding resources and capabilities of their respective agencies and will have access to the appropriate authority for committing such resources during activation.
4. The capabilities of the Town of Northwood will be committed through the emergency operations center. The primary determinations of logistical/resources needs are the operational elements at the Town level.
5. Requests for logistical/resource needs will flow upward through and be controlled by logistical control centers at the State and Federal levels. The determination of materials and other resources required to meet operational needs will be made by the Emergency Operations Center. The primary source of equipment materials, supplies, and personnel shall be made from existing Town resources. Support that cannot be provided from State and Federal resources will be secured through direct procurement.
6. Status reports will be posted within the Town Emergency Operations Center (EOC) for tracking purposes. Resources used for response and required for recovery will be discussed via briefing meetings.
7. The Town of Northwood should anticipate depletion of available resources prior to seeking assistance through other communities or the state.

**B. Organization**

1. This ESF will be composed of a member of Northwood's Emergency Management and assistants as needed. Once the ESF is operational at the EOC, it shall function under the direction and control of the EM Director/Operations Officer.
2. The staffing pattern and level will be dependent upon the severity of the emergency.

**C. Notification and Activation**

1. In response to an event that would cause the activation of the Town EOC, the EM Director or the designated Operations Officer would initiate notification.
2. All support agencies to this ESF and others will notify their parent agencies and await instructions from EM before reporting to the Town EOC.
3. Northwood Emergency Management will notify the State of New Hampshire EOC of the potential need to provide support if required.

**D. Actions**

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**1. Preparedness**

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

**2. Response**

a. *Initial Actions*

- i. Place EM personnel on standby or direct to staging areas with some facilities staffed for immediate response.
- ii. EM will request the co-primary agencies (Northwood Finance Officer/Welfare Director) to activate and staff the EOC. EM will also notify the State Bureau of Emergency Management of the situation.
- iii. Town Departments will provide logistical support to EM, as required.
- iv. Co-Primary and support agencies for ESF-7, Resource Support will be prepared to provide initial reports based on resources that have been requested.
- v. Communication resources will be provided in coordination with ESF-2, Communications and Alerting.
- vi. Transportation needs will be provided in coordination with ESF-1, Transportation.
- vii. Food and fuel will be provided with cooperation with ESF-11, Food and ESF-12, Energy, respectively.
- viii. Security for staging areas and facilities will be provided through ESF-13, Northwood Police Department.
- ix. This ESF will provide a report listing all generators and other supplies ordered and en-route to staging area personnel before they depart the Northwood Emergency Operations Center for the staging area.
- x. This ESF will maintain records for all properties loaned to ESF-7 in support of the Northwood EOC.

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b. ***Continuing Actions***

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

3. **Recovery**

- a. ESF-7 will support the Northwood EOC by providing logistical support for:
  - i. Staff movement.
  - ii. Procuring equipment after disaster events.
  - iii. Deploying staff in the event an alternate EOC is established.

4. **Mitigation**

Refer to the Northwood Mitigation Plan.

**E. Deactivation**

Partial or full deactivation would occur at the discretion of the EM Director based upon the response and recovery action and the overall conditions of the disaster.

### III. ROLES AND RESPONSIBILITIES

**A. Primary Agency – Recycling and Transfer**

1. **General**

- a. Continually provide for the control and accountability of equipment, personnel, goods, and services in support of emergency/disaster operations.
- b. Establish, approve and adjust an incident budget as directed and coordinate with ESF-5, Information & Planning to disseminate resources, as required.
- c. Responsible for coordinating the Northwood EOC resources and support activities through ESF-7. Designated agencies will provide resources, as required and available.

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- d. Track the status/disposition of all resources requests.
- e. Provide the State of New Hampshire EOC the necessary information to enhance and coordinate the response and recovery resources required by the Town of Northwood.
- f. Provide initial reports based on resources requested.
- g. Coordinate resources and support State and Federal agencies in response to emergencies/disasters.
- h. Prioritize resource requests and allocations, as needed.
- i. Serve as a liaison between Federal and State governments to allocate resources, as necessary.
- j. Assist in coordinating resources between the ESFs.
- k. Contributions to the Incident Action Plan are submitted for each operational period and are coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
- l. Collect and maintain the following ESF-7 status information and coordinate with ESF-5, Information & Planning to ensure inclusion into the Situation Report (SITREP).
  - i. Status of resource requests
  - ii. Unmet Needs
  - iii. Major ESF-7 Issues/Activities
  - iv. Staffing and Resource Shortfalls

**B. Support Agencies**

Provide operational support and agency resources, where appropriate, in support of the management of this ESF.

1. **Town Finance Officer**
  - a. Develop and maintain Emergency Purchasing Procedures for the Town of Northwood
  - b. Develop and maintain Emergency Resource Request Procedures.
  - c. Maintain vendor database for emergency goods and services: maintain “Go Kit”.

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- d. Facilitate lease of buildings for staging area warehouses or to replace damaged or destroyed facilities.
- e. Provide office furniture, equipment, and supplies from existing Town inventories, or will be procured.
- f. Provide staff for the procurement of commodities and services, the leasing of buildings, and other facilities and facilities management.

2. **General**

- a. Assist in the management and operation of staging areas, logistics and mobilization centers, etc., upon request and as available.
- b. Coordinate the provision of personnel, transportation vehicles, and heavy equipment, as needed to support response operations.
- c. Assist with the mission and response planning including management and operation of staging areas, logistics and mobilization centers, etc., upon request and as available.
- d. Provide personnel, equipment and resources as tasked.

**IV. REFERENCES**

**A. Plans**

- 1. New Hampshire Planning and Disaster References
- 2. New Hampshire Emergency Response Plan
- 3. The National Response Plan
- 4. Northwood's Purchase Procedures

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

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

***Primary Agency:*** *Northwood Fire/Rescue*  
*Northwood Health Officer*

***Support Agencies:*** Capital Area Fire Mutual Aid Compact  
Concord Hospital  
NH Department of Health and Human Services  
NH Department of Safety EMS Bureau  
NH Department of Agriculture  
NH Bureau of Emergency Management  
Capitol Area Public Health Network

### **I. INTRODUCTION**

#### **A. Purpose**

The purpose of emergency support function ESF-8, is to coordinate the delivery of both primary and supplemental health, medical, and basic human services to individuals, families, community, emergency services personnel, and to disrupted or overwhelmed local health and medical personnel and facilities.

#### **B. Scope**

The scope of ESF-8 activities is limited to health, medical and select human services for individuals in Northwood for the duration of any incident or situation that causes the activation of ESF-8.

### **II. PLANNING ASSUMPTIONS**

#### **A. Situation**

1. An assessment of the current status of health and medical services reveals that there is a need for a limited "surge" capacity in Northwood.
2. The ESF-8 goal is to continually develop local health and medical service capacity.

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

1. It is increasingly probable that an incident will occur which will require activation (partial or complete) of ESF-8.

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2. Problems related to health and safety can take multiple forms, involve multiple locations, within an incident or be singular in nature.
3. ESF-8 may be modified during an incident to meet the health and medical response requirements of each incident.
4. The needs of the response community will have to be met and sustained to ensure that the response is effective.
5. ESF-8 will coordinate the mobilization of its assets and resources to address potential or actual health and medical service situations and events.
6. Existing public and private health, medical, mental health, and mortuary service resources in an affected area are available for use and would be fully committed as part of the Town of Northwood response to health and medical service needs.
7. Essentially all available local health and medical service assets in and around the Town of Northwood would be fully committed to the local response efforts.
8. Existing and negotiated mutual aid agreements may be necessarily activated, in whole or in part, as part of the Town of Northwood effort to address the local health and medical service needs and wants.
9. The Town of Northwood will both anticipate and plan for the addition of volunteer human resources such that available skill-sets are applied to proper use that maximizes efficiencies.
10. State requested assistance to local jurisdictions in need of health and/or medical services would, in all likelihood, experience a delay of up to 12- to 24-hours after the State initiates its mobilization of ESF-8.

### III. CONCEPT OF OPERATIONS

#### A. General

1. Upon activation of the Town EOP, the Town Emergency Operations Center (EOC) will direct the activation of ESF-8, as appropriate.
2. Should there arise a situation where incidents, events, situations, and/or conditions warrant enhanced actions by the NHDHHS and/or its Support Agencies, the Commissioner, or acting designee, may self-activate ESF-8 outside the framework of the *State EOP* to facilitate expedient and efficient application of DHHS resources, as needed.

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3. Should health, medical, and basic human service needs arise, which exceed the available resources of Northwood Fire/Rescue and/or Northwood Health Officer and ESF-8 Support Agencies, the State will make appropriate requests for Federal assistance via the Federal Response Plan (FRP). Such requests will be directed from their point of origin up through the ESF-8 organization to the ESF-8 Health and Medical Services Coordinator in the State EOC.
4. ESF-8 will establish and maintain advisory communications, as appropriate, with:
  - a. All ESF-8 Support Agencies with respect to current and anticipated situations and conditions as well as the need for individual Support Agency participation.
  - b. Health, medical and human services agencies of neighboring communities on ESF-8 actions, activities, and condition status information, as necessary.
  - c. Local, public and private health and medical services organizations, and human service agencies.
5. Any facilities identified for use under ESF-8 will be inspected and made ready for activation and operations during the preparedness phase of emergency management, prior to any needed use under ESF-8.
6. Post-event performance reviews, records, after-action reports, etc., will serve to provide input and direction to preparedness phase activities towards the goal of ensuring that the scope and delivery of ESF-8 health and medical services are adequate for the assigned mission.

**B. Functional Areas of Responsibility**

1. **General**

The Northwood Fire/Rescue and the Northwood Health Officer in conjunction with NHDHHS shall coordinate preparedness actions and activities when ESF-8 is not activated.

  - a. Each NHDHHS Division, District Office, Office, Bureau, and other support agencies to ESF-8 are responsible for establishing operational readiness for staffing, facilities, equipment, consumable supplies, etc. as assigned and otherwise identified under this ESF.
  - b. Each NHDHHS Division, District Office, Office, Bureau, and other organizational subdivisions shall be responsible and accountable for those assignments and areas of responsibilities identified on the “ESF-

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8 Assignments and Responsibilities Matrix” found as Attachment A.2 to this ESF.

- c. The DHHS Incident Management Team Plan is the NHDHHS leadership activities document for the period between “normal“ or “routine” activities and an activated ESF-8.
- d. Each Town of Northwood employee who is assigned a responsibility or otherwise participates in ESF-8 activities is responsible for conducting their activities in a safe, effective, and efficient manner while being sensitive to costs, and property accountability.

2. **Interagency Coordination**

Upon notification of the activation of the Town of Northwood EOC, the ESF-8 Health Officer will brief and consult with designated essential personnel, Support Agency representatives, and the EOC Operations Officer. The goal of such consultations is the coordination and implementation of health, medical, human services that meet the needs of disaster victims. The response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-Governmental Agencies
- d. Out-of-State Agencies
- e. Federal Agencies
- f. International Agencies

3. **Specialized Teams/Units (State Resources)**

- a. ***Critical Incident Stress Debriefing (CISD) Team***  
These teams are comprised of specially trained persons who assist victims, families, the general community and first responders mentally and emotionally cope with the affects of a disaster.
- b. ***Red Cross Volunteer Mental Health***  
A volunteer group comprised of trained individuals (e.g., mental health counselors, substance abuse workers, social workers, nurses) who will respond to a disaster mental health assistance request to ESF-6, Mass Care and Shelter in the event of a declared emergency.
- c. ***Radiological Field Monitoring and Sampling Teams***
  - i. In the event of a need to conduct field activities requiring monitoring or sampling for uncontrolled radioactive material in the environment, trained teams

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that are part of the NH Radiological Emergency Response Plan (RERP) may be activated.

- ii. The purpose of these field teams is to take environmental, food, and water samples to test for the presence of radioactive materials.

**C. Emergency Response Actions**

Upon activation of ESF-8, Northwood Health Officer will:

1. Establish liaison with:
  - a. NH health and medical service providers to include: local health departments, health officers, human services agencies or community-based organizations, as are appropriate to the situation.
  - b. Federal agencies as deemed appropriate to the situation.
2. In conjunction with support agencies at the Town of Northwood EOC, identify resource needs that may be obtained through DHHS.
3. During the response phase of operations, initiate planning for transition to the recovery and mitigation phases of operations.

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**D. Recovery Actions**

The ESF-8 Northwood Health Officer will:

1. Establish liaison with:
  - a. State health departments, health officers, human services agencies or community-based organizations as are appropriate to the situation.
  - b. Federal agencies as deemed appropriate to the situation.
2. In conjunction with support agencies at the Town of Northwood EOC, identify resource needs that may be obtained through DHHS.

**E. Deactivation**

Upon declaration at the EOC that the activities and services of ESF-8 are no longer needed, the ESF-8 Northwood Health Officer will:

1. In conjunction with other agencies at the Town of Northwood EOC, direct the implementation of required SOPs/SOGs to terminate ESF-8 actions and activities.

**IV. ROLES AND RESPONSIBILITIES**

**A. Co-Primary Agencies – Northwood Fire/Rescue and Northwood Health Officer**

1. Activate any portion or all of ESF-8 and its Support Agencies, as needed.
2. Coordinate with ESF-2, Communications and Alerting to establish and maintain a secure communication capability within the health, medical and human services community.
3. Coordinate all ESF-8 operations and activities to ensure the continuity of health, medical, and human service delivery over the duration of the incident, as required.
4. Coordinate with ESF-7, Resource Support to obtain additional medical equipment and supplies, as needed.
5. Coordinate with ESF-10, Hazardous Materials for decontamination capabilities at hospitals and other medical facilities, as needed. Provide information on health risk assessment and injury prevention to first responders and the general public.
6. Coordinate with support agencies to assure the health, medical and human services needs of disaster victims and response personnel are being met.

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7. Coordinate with ESF-1, Transportation for the provision of vehicles to deploy personnel to the field.
8. Coordinate personnel and resources to conduct patient tracking, trace backs, epidemiological investigations, and medical surveillance, as required.
9. Coordinate appropriate acute and long-term monitoring and surveillance capabilities for disaster victims.
10. Coordinate the limited collection, transfer, testing, and results sharing of laboratory samples, as needed.
11. Coordinate personnel and resources to ensure drug safety, as well as the safety of food and water supplies.
12. Coordinate the dissemination of health and safety information to first responders, human services, healthcare providers, and public works.
13. Coordinate with ESF-14, Public Information for the dissemination of public health and safety information, and to control and dispel rumors.
14. Coordinate with ESF-4, Fire Fighting and ESF-13, Law Enforcement and Security to ensure the health, safety, and mental well being of emergency workers. Provide crisis counseling and critical incident stress debriefing and management, as needed or requested.
15. Coordinate with ESF-13, Law Enforcement and Security, to provide necessary security, transportation, and escort.
16. Prioritize resource requests and allocations, as needed.
17. Coordinate inter-facility patient and equipment/supply transfers in and out of State using State and Federal resources.
18. Coordinate acute, intermediate, and long-term mental health support to patients, families, and the general community.
19. Coordinate with ESF-15, Volunteers and Donations, to recruit and use volunteer health practitioners and non-clinician volunteers to support disaster victims and response personnel.
20. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning Section.
21. Collect and maintain status information pertinent to ESF-8 and coordinate with ESF-5 to ensure that it is included in the Situation Report (SITREP).

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22. Coordinate the collection, transfer, and appropriate disposal of hazardous medical waste.

**B. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of ESF-8.
- b. Provide health, medical and human services support to other ESFs, as requested.
- c. Assess the State's medical capabilities and resources.
- d. Provide periodic updates regarding agency activities/operations.
- e. Implement interagency agreements as needed to support ESF-8 activities/operations.
- f. Document all agency activities, personnel, equipment, and facility utilization, and other expenditures.
- g. Provide appropriate training, as necessary.

**V. REFERENCES**

**A. Plans**

1. Strategic National Stockpile Plan
2. Radiological Emergency Response Plan
3. Capital Area Public Health Network (CAPHN) Public Health Emergency Response Plan
4. CAPHN Influenza Pandemic Plan
5. CAPHN Point of Dispensing (POD) Plan
6. Food Stamp Disaster Plan
7. Disaster Mental Health Plan
8. State Smallpox Response Plan
9. Intrastate Mass Fatality Plan

## VI. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this documents.**

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

<b><i>Primary Agencies:</i></b>	<b><i>Northwood Fire/Rescue</i></b>
<b><i>Support Agencies:</i></b>	NH Fish and Game Department
	NH State Fire Marshal's Office
	Capitol Area Fire Mutual Aid Compact
	NH State Police
	Civil Air Patrol
	DHART
	Department of Resources and Economic Development

### **I. INTRODUCTION**

#### **A. Purpose**

To provide assistance in all activities associated with Search and Rescue operations and to facilitate coordination and integration of personnel and equipment resources.

#### **B. Scope**

The Town of Northwood assistance under this function shall include personnel and equipment resources for the coordination and implementation of the following:

***Search:*** All activities associated with the discovery of an individual or individuals lost or reported lost.

***Rescue:*** All activities directed towards and requiring the utilization of trained personnel to locate and extricate persons trapped in damaged buildings, vehicles, woodlands, waterways, and contaminated areas; and to provide emergency medical treatment of such persons.

### **II. CONCEPT OF OPERATIONS**

#### **A. General**

1. Emergency Support Function ESF-9, Search and Rescue manages and coordinates the response of the Town's Search and Rescue resources in response to any incident involving search and rescue operations. These include, but are not limited to: aircraft, collapsed structure, urban, water, and woodlands incidents.
2. ESF-9 uses established Emergency Services and Search and Rescue organizations, processes and procedures. Responsibility for situation assessment and determination of resource needs rests with the incident commander in coordination

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with: local, State, and Federal Emergency Operating Centers (EOCs) and appropriate ESFs.

3. A major disaster or civil emergency may generate conditions that vary widely in scope, urgency, and degree of devastation. Substantial numbers of people could be in life threatening situations requiring prompt rescue and medical care. Because the mortality rate will dramatically increase in time, search and rescue efforts must begin immediately. For example: in an earthquake event, aftershocks, secondary events, and other effects such as fires, tsunamis, landslides, flooding, and hazardous material releases will compound problems and may threaten both survivors and rescue personnel.

**B. Organization**

1. The staffing pattern and level of involvement will be dependant upon the severity of the emergency. Once the extent of this ESF activation is determined, staffing at a minimum should be the Search and Rescue Coordinator.

**2. Interagency Coordination**

Upon notification of an emergency requiring the activation of the EOC or other significant local response, the primary agency for ESF-9 will brief and consult with designated essential personnel, support agency representatives, and the Emergency Management Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) in support of search and rescue operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies

**3. Specialized Teams/Units**

- a. Specialized local and Federal teams can be brought in as resources if the proper channels for requesting assistance are followed. Proper declarations would be required and requests should be made on an executive level to mobilize.
- b. Local teams are:
  - i. New England K-9 Association
  - ii. Appalachian Mount Rescue Club
  - iii. CISD
  - iv. Androscoggin Valley Search and Rescue

**4. Operational Facilities/Sites**

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Operational facilities and sites that can be used by ESF-9 are: local EOC, local fire station, and local law enforcement facilities. These facilities can be activated by requests through the Town of Northwood.

**C. Notification and Activation**

1. The Emergency Management Director or his designee, upon request of the primary agency, will initiate activation of this ESF.
2. During non-office hours, initial notification will normally be made by the State Police Communication Center to the State Emergency Management Duty Officer. The State Emergency Management Duty Officer will then begin notification by established procedures.
3. ESF-9 may be implemented at the request of any of the primary or support agencies through State Emergency Management when an incident exists or is impending that does or may require the support of ESF-9 and/or other ESFs.
4. Activation of ESF-9 may occur by agencies for the following:
  - a. Fish and Game – Regarding Inland water and woodlands incidents.
  - b. Fire Marshal’s Office for Urban Search and Rescue issues.
5. Upon activation the appropriate primary agency representative(s) will implement existing operating procedures, mutual aid agreements, and notifications as outlined within existing agency protocols.
6. Notification and activation of designated personnel and resources will be the responsibility of the responding agencies.

**D. Emergency Response Actions**

The primary agency designee will be responsible for the following:

1. Assign an ESF-9 representative to report to the Town of Northwood EOC as soon as possible after notification of ESF-9 activation.
2. Brief, or be briefed by, the EOC Liaison Officer. The ESF-9 representative will ensure that communication links are established with local or field command and control elements, and other primary and support agencies.
3. Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to ESF- 5, Information & Planning personnel for dissemination.
4. Determine needs and resolve issues regarding resource requirements and shortages in coordination with ESF-7, Resource Support, and personnel.

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5. Maintain close contact with local, State, and Federal agencies and other EOC support ESFs.
6. Maintain complete logs of actions taken, resource requirements, and other activities.
7. Task support agencies as necessary for accomplishment of ESF responsibility.

**E. Recovery Actions**

1. When it is determined that the emergency conditions have stabilized or are improving, the EM Director shall determine, in consultation with the Town of Northwood ESF representatives present, the requirements to sustain the recovery efforts. Factors that should be considered, but not limited to, are:
  - a. Identify specific areas that would sustain recovery efforts.
  - b. Mobilization needs for resources, personnel, and equipment.
  - c. Determining transportation and traffic control requirements.
  - d. Determining the adequacy of local, State and Federal communication pathways.
  - e. Determining additional communication needs.
  - f. Determining the coordination capabilities between local, State, and Federal officials to initiate recovery efforts.
2. As the recovery phase progresses and individual functional ESF response efforts are terminated, the Selectpersons, through the EM Director may allow selected emergency response organizations and/or personnel to return to a non-emergency mode of operation.

**F. Deactivation**

Partial deactivation will occur based upon the extent of the current response and recovery actions and at the discretion of the local incident commander and/or the EM Director. Full deactivation will occur at the discretion of the Selectpersons and/or the EM Director with input from the primary agencies. Factors to evaluate in considering suspension of a mission are found in Attachment 2.

**III. ROLES AND RESPONSIBILITIES**

**A. Primary Agency – Northwood Fire/Rescue**

1. Conduct search and rescue operations in the woodlands and inland waters.
2. Notify and coordinate with the Department of Safety – State Fire Marshal’s Office to conduct Urban Search and Rescue operations, as appropriate.

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3. Provide manpower, equipment, and technical assistance for large-scale search and rescue efforts in the appropriate setting.
4. Coordinate with ESF-2, Communications and Alerting to provide operational support, ensure communication links are established with local or field elements and other agencies, and provide agency resources where appropriate.
5. Coordinate with ESF-4, Fire Fighting to provide support staff and technical support of search and rescue efforts.
6. Coordinate with ESF-7, Resource Support to provide contracts and purchasing capabilities as well as resolve issues regarding resource requirements and shortages.
7. Coordinate with the EOC Operations Officer and ESF-5, Information and Planning, to help ensure that the Incident Action Plan is developed for each operational period.
8. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Number of victim rescues attempted and completed.
  - b. Status of rescue operations.
  - c. Unmet Needs.
  - d. Allocated and requested Search and Rescue Resources.
  - e. Status of Critical Facilities (i.e., staging and rehabilitation areas, etc.).
  - f. Major ESF-9 Issues/Activities.
  - g. Staffing and Resource Shortfalls.
9. Coordinate with EM Director to enact memoranda of understandings, and to request assistance from other State agencies.
10. Coordinate with ESF-13, Law Enforcement and Security for, after hours dispatching, issue warnings information to other primary agencies, and provide aerial search and rescue support as needed.
11. Work with the ESF-8, Health and Medical Services to ensure the proper health and safety of Town workers. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food and water.

**B. Support Agencies**

Provide operational support and resources, where appropriate, in support of the management of this ESF.

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**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of this ESF.
- b. Provide support to other ESFs, as requested.
- c. Assess the Town agencies search and rescue capabilities and resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-9 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures.
- g. Providing technical assistance as requested.

**2. Civil Air Patrol (CAP)**

Provide assistance in search missions.

**IV. REFERENCES**

**A. Plans**

1. National Response Plan, ESF-9, Urban Search and Rescue

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

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

***Primary Agencies:***                    ***Northwood Fire/Rescue***

***Support Agencies:***                    Central New Hampshire Hazardous Material Response Team (CNHHMRT)  
Capitol Area Fire Mutual Aid Compact (CAMFAC)  
Northwood Police Department  
Northwood Public Works Department  
NH Department of Environmental Services  
NH Department of Agriculture  
NH Department of Health and Human Services  
NH Department of Safety  
NH Fish and Game Department  
NH Bureau of Emergency Management

### **I. INTRODUCTION**

#### **A. Purpose**

Provide a coordinated Town of Northwood response and mitigate the potential effects of a hazardous materials (HazMat) incident resulting from a natural, man-made, technological disaster or a terrorist incident.

#### **B. Scope**

The Town of Northwood's assistance 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.

### **II. CONCEPT OF OPERATIONS**

#### **A. General**

1. The Town of Northwood Fire/Rescue is the primary agency responsible for supporting local operations to mitigate the effects of hazardous materials incidents in the Town of Northwood.
2. Emergency Support Function (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

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and mutual aid agencies. ESF-10 will utilize established HazMat organizations, processes, and procedures. Primary responsibility for situation assessment and determination of resources needs rests with local incident commander.

3. The Town of Northwood Fire/Rescue is assigned primary agency responsibility for the overall management and coordination for ESF-10.

**B. Organization**

1. Organization and Operations Procedures are outlined in the Haz-Mat Annex attached.
2. ESF-10 may also be activated at the request of the appropriate primary agency or when contacted by a local agency through Concord Fire Dispatch when an impending disastrous condition exists that may require the support of the ESF-10 and/or other ESFs.
3. Pursuant to OSHA requirements, the activities and operations of ESF-10 will be under the Incident Command System (ICS).

**4. Interagency Coordination**

Upon notification of an emergency requiring the activation of the EOC or other significant Town of Northwood response, the primary agency for ESF-10 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) in support of local hazardous materials operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies

**5. Specialized Teams/Units**

Specialized local and Federal teams can be brought in for resources if the proper channels for requesting assistance are followed. Proper declarations will be required, and requests should be made on an executive level to mobilize.

*Local teams:*

- a. CNHHMR Team

**6. Local HM & Regional, Industrial Teams**

Regional HazMat teams are organized through the State; they are designed to provide assistance to neighboring municipalities and to those areas not equipped in hazardous materials operations. Notification and utilization of these teams is spelled out in documents governing their use. Requests for these resources are made through the Fire Department.

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7. **Operational Facilities/Sites**

Operational facilities/sites are located in various locations throughout the State. The Coast Guard site at Newcastle is a resource for water borne spills; they provide booming supplies to contain spills. Access to make use of the Coast Guard to areas outside of their jurisdiction would need to come from the State. This would be the same situation for the use of the National Guard, who would be a resource for ESF-10. EOC's at the State and local level could be utilized as command centers for HazMat operations, these would be obtainable by requesting their use through that jurisdiction.

**C. Notification and Activation**

1. Upon notification of an incident, the appropriate primary agency will be requested to activate and coordinate ESF-10 activities from the EOC.
2. The EM Director and/or Fire Officer would request activation of ESF-10.
3. **Once ESF-10 activation is initiated:**
  - a. The appropriate primary agency representative(s) will implement existing operating procedures, mutual aid agreements, vendor contracts, and notifications as outlined within existing protocols.
  - b. Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

**D. Emergency Response Actions**

1. The activities of this ESF will generally commence once the Town of Northwood has exceeded their capabilities to mitigate and contain the incident and have requested assistance.
2. A department designee will be located at the Town of Northwood EOC as soon as possible after notification.
3. The department designee will brief or be briefed by the EOC Liaison Officer and ensure that communications interoperability is established and maintained with command and control, primary agencies, support agencies, Regional HazMat Teams, Federal counterparts, and others as deemed necessary according to existing procedures.
4. Determine initial and ongoing activities through established intelligence gathering procedures.

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5. Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters, as necessary.
6. Maintain close contacts with State, and Federal agencies and the EOC.
7. Maintain complete logs of activities taken, resource orders, records, and reports.
8. Task support agencies as necessary to fulfill ESF-10 assigned roles and responsibilities.

**E. Recovery Actions**

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

**F. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EM Director, as recommended by ESF-10. Full deactivation would occur at the termination of the operational requirements.

### **III. ROLES AND RESPONSIBILITIES**

**A. Primary Agency – Northwood Fire/Rescue**

1. Establish and maintain a database of entities that sell, manufacture, store, and/or transport extremely hazardous substances in the State.
2. Coordinate with ESF-1, Transportation and ESF-3, Public Works and Engineering, during HazMat scenarios involving transportation incidents.
3. Provide assistance for operations involving HazMat incidents, as required.
4. Ensure the use of ICS during all HazMat incidents in the State.
5. Coordinate with authorities in the provision of personnel, equipment, and/or technical expertise to ensure sustainment of HazMat operations during emergencies/disasters.
6. Ensure appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required.
7. Coordinate local activities during HazMat incidents.
8. Liaison between on-scene Incident Commander (IC), regional, State, and Federal agencies.

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9. Mobilize personnel and equipment from unimpacted jurisdictions within the State, as needed.
10. Provide liaison between regional, State, and Federal HazMat agencies.
11. 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.
12. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
13. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Status of State and Regional HazMat response activities. (i.e., containment, clean up and disposal).
  - b. Status of Evacuation or Shelter In-place orders and personal protective actions.
  - c. Staffing and resource capabilities and shortfalls.
  - d. Unmet needs (i.e., staff rehabilitation, replacement equipment, etc.).
  - e. Major ESF-10 issues/activities.
  - f. Allocation of HazMat resources.
  - g. Status of operational facilities (i.e., staging areas, fixed/mobile command posts, etc.).
  - h. Plume modeling information.
14. Work with ESF-8, Health Officer to ensure that the health and safety of the emergency workers and the provision and dissemination of information for public health protective actions.
15. Coordinate with ESF-1, Transportation for resources involving transportation, highway conditions, and weather conditions involving highways.

**B. Support Agencies**

**1. General**

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- a. Provide operational support and agency resources, where appropriate, in support of the management and operation of ESF-10.
- b. Assist in the identification of critical facilities.
- c. Assess HazMat capabilities and support agencies resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements and/or memoranda of agreement/understanding (MOAs/MOUs), as needed, to support ESF-10 activities/operations.

**2. Department of Agriculture, Markets and Food**

- a. Responds to animal health issues involving animal and plant diseases.
- b. Provides assessment sampling and monitoring teams as needed.
- c. Provides protective action recommendations.
- d. Assures sanitation measures involving food supplies.
- e. Provides lab services as needed for sampling.

**3. Department of Environmental Services (DES) – Division of Air Resources**

- a. Assist in the provision of plume modeling, as requested.
- b. Provide environmental impact guidance, as necessary.
- c. Provide laboratory-testing services, as requested.
- d. Provide operational support and agency resources, as requested.

**4. Department of Environmental Services (DES) – Division of Waste Management**

- a. Provide environmental impact guidance, as necessary.
- b. Provide laboratory-testing services, as requested.
- c. Provide operational support and agency resources, as requested.

**5. Department of Environmental Services (DES) – Division of Water**

- a. Provide environmental impact guidance, as necessary.
- b. Provide laboratory-testing services, as requested.
- c. Provide operational support and agency resources, as requested.

**6. Department of Health and Human Services (DHHS)**

- a. Help ensure the health and safety of volunteers, including health risk assessment, injury prevention, and mental health services.

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- b. Provide and assist in the dissemination of public health personal protective actions as needed.
  - c. Provide guidance in HazMat incidents as needed.
  - d. Ensure sanitation measures, and the safety of the public's food and water.
  - e. Provide public Health Laboratories' services as needed.
  - f. Provide toxicologists, public health nurses, sanitarians, and epidemiological investigators as needed for incidents involving biohazards.
  - g. Open and manage reception centers, if needed.
  - h. Provide alerting, notification and updating as needed via the Health Alert Network (HAN).
  - i. Provide assessment, sampling, and monitoring teams, as needed.
7. **Department of Resources & Economic Development (DRED) – Forests & Lands**
- a. Assist in the evacuation of New Hampshire's parks and recreation areas impacted or potentially impacted by a HazMat spill, leak, or release, as necessary.
  - b. Provide access to areas under the agency's jurisdiction, as requested.
  - c. Assist with site security or perimeter control, as requested.
8. **Department of Safety – Fire Standards & Training – EMS**
- a. Maintain a database of HazMat certifications and qualifications.
9. **Department of Safety – Marine Patrol**
- a. Provide access to inland and coastal waterways under the agency's jurisdiction in support of local, regional, and State HazMat operations, as requested.
  - b. Assist in the provision of booms and other containment resources, as needed.

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- c. Coordinate the provision of site security and access control during hazardous material operations involving the New Hampshire's waterways.

10. **Fish and Game Department**

- a. Assist in the identification of wild life populations and endangered species within or surrounding a HazMat incident, as requested.
- b. Coordinate and assist in the relocation of at risk wildlife or endangered species as appropriate.
- c. Provide access to areas under the agency's jurisdiction, as requested.
- d. Assist with site security or perimeter control, as requested.

## IV. REFERENCES

### A. Plans

1. NH Hazardous Materials Incident Emergency Response Plan
2. Northwood Water Source Protection Plan

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

1. Northwood Fire/Rescue SOPs/SOGs

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## **ESF-11: FOOD AND WATER**

***Primary Agency:*** *Northwood Finance Administrator*

***Support Agencies:*** Salvation Army  
Northwood School District  
Northwood Health Officer  
Northwood Community Food Pantry  
Higher Ground Baptist Church Food Ministry  
Northwood Hannaford  
State of New Hampshire Bureau of Homeland Security and  
Emergency Management  
Village of Northwood Ridge Water District

### **I. INTRODUCTION**

#### **A. Purpose**

The purpose of emergency support function (ESF)-11, Food and Water is to identify, secure or prepare for the distribution, and arrange for transportation of safe food to affected areas in response to a disaster.

#### **B. Scope**

Activities will be undertaken to: identify authorized food assistance needs; obtain appropriate and safe food supplies; arrange transportation of supplies to designated site(s); and/or assisting in distribution of emergency food stamps.

### **II. CONCEPT OF OPERATIONS**

#### **A. General**

1. This ESF will coordinate food and potable water supplies to designated sites and coordinate such activities with ESF-6, Mass Care and Shelter with other facility managers and state agencies regarding special nutritional requirements, food safety, and the distribution of disaster food stamps as needed.
2. All requests for food, including types, amounts, and destination locations, will be processed through the Northwood Finance Administrator.
3. Food distribution will be coordinated to mirror the existing food distribution system, including currently registered and licensed facilities.
4. Monitor food preparation, potable water processing and related standards.

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**B. Organization**

1. This ESF will be composed of a member of Northwood Emergency Management and assistants as needed. Once ESF-11 is operational at the Town Of Northwood EOC it shall function under the direction and control of the Finance Officer.
2. The staffing pattern and level will be dependent upon the severity of the emergency.
3. **Interagency Coordination**  
Upon notification of an emergency requiring the activation of the Northwood Emergency Operations Center (EOC) or other significant Town of Northwood response, the primary agent for ESF-11 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) in support of mass feeding operations. That response may involve:
  - a. Other Emergency Support Functions (ESFs)
  - b. Non-State Agencies

**C. Notification and Activation**

1. Upon notification by the Emergency Management of an emergency or an impending incident, the appropriate primary agency will be requested to activate and coordinate ESF-11 activities from the Town Of Northwood EOC.
2. The EM Director would request activation of ESF-11. The primary agency will provide one Coordinator (Coordinator plus an Assistant, if needed), to the Town of Northwood.
3. Once ESF-11 activation is initiated:
  - a. The appropriate primary agency representative(s) will implement existing operating procedures, mutual aid agreements, and notifications as outlined within existing protocols.
  - b. Deployment of personnel and resources will take place in accordance with established mobilization guidelines.
  - c. Assimilate and review resource lists.

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**D. Emergency Response Actions**

1. The larger scale activities of this ESF-11, Food and Water will generally commence once the community has exceeded feeding capabilities and have requested assistance.
2. The primary agent designee will locate at the Town of Northwood as soon as possible after notification.
3. The primary agency designee will brief or be briefed by the Town Of Northwood EM Director and ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, and others as deemed necessary according to existing procedures.
4. Determine initial and ongoing activities and damage assessments through established information gathering procedures.
5. Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters, as necessary.
6. Maintain close contacts with local, and State agencies and the Town Of Northwood EOC.
7. Maintain complete logs of activities taken, resource orders, records, and reports.
8. Task support agencies as necessary to fulfill ESF-11 assigned roles and responsibilities.

**E. Recovery Actions**

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

**F. Deactivation**

ESF-11 partial deactivation occurs based upon the extent of the current response and recovery actions and at the discretion of the EM Director. Full deactivation of ESF-11 occurs at the termination of its operational requirements.

**III. ROLES AND RESPONSIBILITIES**

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**A. Primary Agency – Finance Administrator**

1. Coordinate the provision and distribution of food and potable water and the provision of transportation to distribute food stocks.
2. Coordinate with ESF-8, Health and Medical Services and ESF-4, Fire Fighting to assess damages to food and potable water supplies, as necessary.
3. Coordinate with State agencies, local communities and ESF-6, Mass Care and Shelter and ESF-15, Volunteers and Donations to determine the food needs of the affected population(s).
4. Develop a course of action that will ensure timely distribution of food.
5. Provide information to ESF-14, Public Information and ESF-15, Volunteers & Donations on the amount and types of food needed.
6. ESF -11 coordinates food and potable water supplies to designated sites and coordinate such activities through ESF-6, Mass Care and Shelter with other facility managers and appropriate state agencies regarding special nutritional requirements, food safety, and the issuance of disaster food stamps.
7. Coordinate with ESF-13, Law Enforcement and Security to obtain security for storage facilities and transport vehicles, as needed.
8. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the Town Of Northwood EOC Operations Officer and ESF-5, Information and Planning.
9. Maintain records of the cost of supplies, resources, and employee hours needed to respond to the disaster.
10. Collect and maintain the following ESF status information and coordinate with ESF-5, Information & Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Number of people and meals served.
  - b. Number of food stamps distributed to disaster victims.
  - c. Status of feeding operations.
  - d. Unmet Needs.
  - e. Status of Critical Facilities (i.e., food preparation sites, communications center, fueling sites for response vehicles, operational sites, e.g.).

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- f. Major ESF-11 Issues/Activities.
- g. Staffing and Resource Shortfalls.
- h. Number of people in shelter.
- i. Dietary needs.
- j. Source(s) of food.

**B. Support Agencies**

**1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of this ESF.
- b. Provide support to other ESFs, as requested.
- c. Assess the Town's food supplies and feeding capabilities.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-11 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures, as required.

**2. Salvation Army**

- a. Per established agreements with private vendors, supplement USDA food stocks.
- b. Identify additional food distribution points.
- c. Support primary and other support agencies, as necessary.
- d. Use Emergency Response Vehicles (ERVs) to provide feeding capabilities, as needed.
- e. Coordinate with VOAD and other charitable organizations and food banks to receive, store, and/or distribute donated food items.

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- f. Provide number of people and meals served, on a daily basis.

**3. Northwood Health Officer**

- a. Inspect food for safety to include preparation, transportation and storage.
- b. Help assure all personnel involved in the preparation and distribution of food adhere to appropriate food safety regulations.
- c. Provide disease surveillance, as needed.
- d. Help assure the safety of all dairy products distributed and/or used in the preparation of meals.
- e. Provide public notification of food recall and tampering.
- f. Witness the destruction of contaminated and embargoed foods.
- g. Help assure the food requirements of special needs population.

**IV. REFERENCES**

**A. Plans**

1. National and State Response Plans
2. Current Food Inventories List
3. Facility Listings
4. Community Action Program Plan
5. Food Stamps Disaster Plan

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-12: ENERGY

**Primary Agencies:** *Northwood Board of Selectpersons via Northwood Building Department (Building Inspection and Code Enforcement)*

**Support Agencies:** Public Service of NH  
New Hampshire Coop  
NH Bureau of Homeland Security Emergency Management  
Northwood Public Works Director  
Northwood Police  
Northwood Fire Rescue  
Village of Northwood Ridge Water District

### I. INTRODUCTION

#### **A. Purpose**

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

#### **B. Scope**

This Emergency Support Function (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. The scope of the activities will include:

1. **Assessing** energy system damage, energy supply, demand, and requirements to restore such systems.
2. **Assisting** Town of Northwood and local governments to obtain emergency fuel for transportation, communications, and emergency operations.
3. **Provide** assistance to energy suppliers in obtaining equipment, specialized personnel, and transportation to repair or restore energy systems, if needed.
4. **Administer** emergency energy information, education, and conservation to the public regarding energy.

## II. CONCEPT OF OPERATIONS

The concept of operations provides information on the overall management of this ESF in the event of activation due to a significant disaster causing loss of electrical power or fuel supplies to a large population and/or area of the Town of Northwood.

### A. General

1. This ESF, following a disaster and once activated, will assess fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration.
2. The ESF will coordinate closely with Federal, State, 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.
3. The ESF will locate alternative sources of fuel including gasoline, diesel and propane to assure a continuous supply for emergency vehicles, generators and facility operations

### B. Organization

This ESF will be composed of an ESF-12 Energy Coordinator staffed by a Fire Department representative and/or Building Department or Facilities representative.

#### 1. **Energy Coordinator**

The primary function of this position is to coordinate and manage the responsibilities and functions of ESF-12, assist in planning activities related to response and recovery actions, and provide staffing requirements.

#### 2. **Interagency Coordination**

Upon notification of an emergency requiring the activation of the EOC or other significant Town of Northwood response, the primary agency for ESF-12 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) to provide 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. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies
- e. Private Industry

#### 3. **Specialized Teams/Units**

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State and Federal Safety Inspection Teams assess the integrity of distribution, storage, transmission, and related facilities.

**4. Local Energy Infrastructure Components**

- a. Electrical – transmission, distribution, and generation equipment.
- b. Gas – natural, LNG (Liquid Natural Gas), and LP (Liquid Propane).
- c. Fuel Outlets – Filling stations (Liquid Fuels) (LP tanks)
- d. Fuel Terminal – liquid fuels.
- e. Fuel Storage Facilities – liquid fuels.

**C. Notification and Activation**

1. Upon determination by the EM EOC staff of an impending or actual incident requiring evacuation capabilities or posing a significant threat to New Hampshire's energy infrastructure, the EM Director will request agency representatives to activate ESF-12.
2. ESF-12 may be activated at the request of an appropriate agency through the EM when an emergency condition exists and requires the support of ESF-12.
3. Upon activation, the ESF-12 Coordinator will implement existing operating procedures and support agency notifications as outlined in existing protocols.
4. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.
5. Once the ESF is operational, the Coordinator will respond to the EM Director.

**D. Emergency Response Actions**

1. The following, though not mandatory, and not limited to, should be considered for emergency response:
2. As appropriate, request to activate the State Energy Emergency Response Plan (SEERP).
3. Determine from the Town of Northwood EOP, ESF-5, Information & Planning, the energy status of affected areas.
4. Using the information available, determine the possible energy needs for response.

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5. Obtain specific contact information and phone numbers for PSNH and NHCoop from the Northwood EMD or the Chief for Northwood Fire Rescue or Northwood Police.
6. Receive and assess requests for energy assistance from state and other local agencies.
7. Provide accurate assessments of energy supplies, demands, and requirements for repair and restorations of energy systems to State EOC staff.
8. As appropriate, assist in assessing priorities for energy restoration.

**E. Recovery Actions**

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

**F. Deactivation**

Deactivation of this ESF will occur when all major energy related issues are resolved and under the authority of the Selectpersons and/or EM Director. Minor energy related issues might be relinquished to other operational ESFs to complete deactivation.

### III. ROLES AND RESPONSIBILITIES

**A. Primary Agency - Building Department**

1. ***Northwood Building Inspector – (default to Northwood EMD)***
  - a. Coordinate with State agencies and ESFs to identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters.
  - b. Establish and maintain a database of critical facilities and development a prioritization restoration procedure to ensure power disruptions in these facilities is kept to a minimum.
  - c. Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives, protect health, safety and property, and to carry out other emergency response functions.
  - d. Assess fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration.
  - e. Coordinate closely with State, and private utility and fuel industry officials to establish priorities to repair damaged facilities and

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- coordinate provision of temporary, alternate, or interim sources of emergency fuel and power, as required.
- f. Coordinate resources, and provide support and agency representatives to Federal agencies, as required, in response to terrorist incidents/attacks.
  - g. Provide assistance with the dissemination of emergency energy information, public education, and conservation information and coordinate with ESF-14 as needed.
  - h. Determine the possible energy needs for emergency responders.
  - i. Receive and assess requests for energy assistance from facilities and other local agencies including School District and Village of Northwood Ridge Water District.
  - j. Prioritize resource requests and allocations, as needed.
  - k. Establish a restoration methodology for prioritization of critical facilities and special needs customers, as needed.
  - l. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the Northwood EOC Operations Officer and ESF-5, Information and Planning.
  - m. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
    - 1) Status of energy systems (i.e., lines, poles, etc.).
    - 2) Status of fuel distribution facilities (i.e., fuel filling stations).
    - 3) Number of residents/businesses without energy.
    - 4) Number of residents/businesses with energy restored.
    - 5) Staffing and resource shortfalls.
    - 6) Major ESF-12 issues/activities.
    - 7) Unmet needs.

**B. Support Agencies**

**1. General**

- a. Provide operational support and agency resources, where appropriate, in support of the management of this ESF.
- b. Provide support to other ESFs, as requested.

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- c. Assess the Town of Northwood energy infrastructure, its capabilities, and available resources.
- d. Provide periodic updates regarding agency activities and/or operations.
- e. Implement interagency agreements, as needed, to support ESF-12 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures.
- g. Implement local MOUs regarding liquid fuel supplies for emergency vehicles and generators. Locate alternative fuel resources.

**2. Utilities**

- a. Provide damage assessment and operational support in the restoration of energy services.

**IV. REFERENCES**

**A. Plans**

1. New Hampshire Planning and Disaster Reference
2. State Energy Emergency Response Plan (SEERP), December 2002
3. The National Response Plan
4. New Hampshire Radiological Emergency Response Plan (RERP)
5. Revised Statute Annotated (RSA) 266:72A, RSA 365:8 VII, RSA 339:39, RSA 339:40
6. PUC Rules 300, 400, 500, 600, 1100
7. Federal Trucking Regulations  
([www.fmcsa.dot.gov/rulesregs/fmcsahome.htm](http://www.fmcsa.dot.gov/rulesregs/fmcsahome.htm))
8. Northwood's Local Emergency Operation Plan
9. Village of Northwood Ridge Emergency Plan

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-13: LAW ENFORCEMENT AND SECURITY

**Primary Agency:** *Northwood Police Department*

**Support Agencies:** NH State Police  
Rockingham County Sheriff's Department  
Rockingham County Attorney's Office  
NH Fish and Game  
NH Marine Patrol  
US Department of Justice  
Area Department Mutual Aid

### I. INTRODUCTION

**A. Purpose**

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

**B. Scope**

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

### II. CONCEPT OF OPERATIONS

The activities of Emergency Support Function (ESF)-13, Law Enforcement will be the jurisdictions.

**A. General**

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

**B. Organization**

1. This ESF will be composed of a member of the Town of Northwood Police Department and assistants as needed. Once the ESF is operational at the EOC it shall function under the direction and control of the EMD/Operations Officer.
2. ***Interagency Coordination***  
Upon notification of an emergency requiring the activation of the Emergency Operations Center (EOC) or other significant Town response, the primary agency for ESF-13 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement standard

operating procedures/guides (SOPs/SOGs) in support of local law enforcement and security operations. That response may involve:

- a. Other Emergency Support Functions (ESFs)
  - b. State Agencies
  - c. Non-State Agencies
  - d. Federal Agencies
3. Specialized Teams/Units
- a. Drug Task Force\*
  - b. SWAT\*
- \*Available upon request
4. Operational Facilities/Sites
- a. Town of Northwood Police Station
  - b. Designated Emergency Management Command Locations ie; Town of Northwood Fire Stations, Northwood Highway Department

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

1. Upon notification by the EM Director or the EOC Operations Officer, the Town of Northwood Police Department, as the primary agency for ESF-13, will activate this ESF and designate trained staff to locate at the Town of Northwood EOC.
2. Notification of the Town of Northwood Police will be via their emergency call down activation list.
3. Activation of ESF-13 may be at the request of an appropriate agency or jurisdiction through the State Emergency Management, when an emergency condition exists.
4. Deployment of personnel and resources will take place within the framework of the EOC decision-making process.

### **D. Emergency Response Actions**

Immediate actions upon activation include but are not limited to:

1. Establishing necessary communications with field operations.
2. Assessment of overall law enforcement needs and response capabilities.
3. Managing and coordinating the Town of Northwood law enforcement requirements in support of the incident/emergency.
4. Providing additional support capabilities, as required.

**E. 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.

**F. Deactivation**

1. Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EM Director and as recommended by ESF-13.
2. Deactivation of this ESF would occur when the following conditions are met:
  - a. Law enforcement and security needs return to being fully met by the affected primary jurisdictions.
  - b. Activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction with concurrence of ESF-13.

**III. ROLES AND RESPONSIBILITIES**

**A. Primary Agency – Northwood Police Department**

1. Serve as the Town of Northwood level coordinator of law enforcement and security.
2. Develop and maintain a Traffic Control Plan for the Town of Northwood in coordination with ESF-1, Transportation.
3. Implement an incident management system (IMS) that is compatible with that of the State EOC.
4. Coordinate provision of manpower, equipment, and/or technical expertise to assure the continuity of law enforcement.
5. Provide security at critical Town of Northwood facilities and the EOC, as needed.
6. Coordinate resources and provide support to State agencies in response to terrorist incidents/attacks, as needed.
7. Coordinate law enforcement resource requests directly or through the Town of Northwood EOC.

8. Coordinate assistance in the provision of law enforcement, security personnel and resources in unimpacted areas of the Town of Northwood in support of local emergency operations, as requested.
9. Establish communications with field operations, as necessary.
10. Coordinate security measures in the affected areas and pre-identified sensitive/target sites.
11. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated ESF-5, Information and Planning.
12. Collect and maintain ESF status information for inclusion into the Situation Report (SITREP).
13. Coordinate with ESF-6 and ESF-11.

## **B. Support Agencies**

### **1. General**

- a. Provide operational support and resources, where appropriate, in support of the management of ESF-5, Planning and Information.
- b. Provide law enforcement and security support to other ESFs, as requested.
- c. Assess the Town of Northwood law enforcement and security capabilities and resources.
- d. Provide periodic updates regarding activities and/or operations.
- e. Implement interagency agreements as needed to support ESF-13 activities/operations.
- f. Document all agency activities, personnel and equipment utilization, and other expenditures, as required.

### **2. Department of Corrections**

Provide security personnel and facility capabilities, as requested.

### **3. Department of Justice (DOJ)**

- a. Provide legal counsel and assistance.
- b. In the event of a terrorism incident in the Town of Northwood
  - i. Coordinate the provision and activities of victims and witness services.
  - ii. Coordinate the compensation of victims and their families as a result of a terrorism incident in the State.

4. **Department of Justice – Victim Advocate Services** (See Terrorism Annex, Section D – Roles and Responsibilities, subsection 5m, ESF-13, Law Enforcement and Security)
5. **Department of Justice – Victim Compensation** (See Terrorism Annex, Section D – Roles and Responsibilities, subsection 5m, ESF-13, Law Enforcement and Security)
6. **Department of Justice – Medical Examiner**  
Coordinate personnel and resources to provide death investigation services as needed.
7. **Department of Resource & Economic Development (DRED)**
  - a. Provide security and traffic control in State parks, as available.
  - b. Provide access to wild land areas, as requested.
  - c. Coordinate the provision of additional resources, as appropriate and upon request.
  - d. Assist with perimeter control activities, as requested.
8. **Department of Safety – Marine Patrol**  
Coordinate the provision of Marine Patrol equipment and personnel as requested and available.
9. **Department of Transportation – Aeronautics**
  - a. Coordinate the provision of aerial support.
  - b. Assist in restricting airspace around the incident site, as needed.
  - c. Assist in the provision of transportation resources to support area evacuations, as needed.
10. **Fish and Game Department**
  - a. Assist with search and rescue efforts where appropriate.
  - b. Provide access to remote areas, as needed.
11. **Inter-town Departments**
  - a. As needed
12. **Mutual Aid Surrounding Towns**
  - a. Pursuant to interagency agreements
  - b. As needed and upon request

## IV. REFERENCES

### A. Plans

TOWN OF NORTHWOOD  
EMERGENCY OPERATIONS PLAN

1. Traffic Management Manual
2. Officer Registries
3. (Federal Registries)
4. Town Evacuation Plan
5. Town Traffic Control Plan

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

1. ESF-13 Alert and Notification SOG
2. ESF-13 Activation and Deactivation SOG
3. ESF-13 Position Checklists
4. ESF-13 Position Descriptions

**C. Interagency Agreements/Compacts/Mutual Aid Agreement**

1. Police Mutual Aid (Refer to cover page)

**V. ATTACHMENTS**

**A. Forms**

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-14: PUBLIC INFORMATION

**Primary Agency:** *Town Administrator  
Emergency Management Director  
Public Information Officer for Police Department*

**Support Agencies:** All Northwood Town Departments

### I. INTRODUCTION

#### A. Purpose

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

#### B. Scope

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

### II. SITUATION

#### A. Emergency/Disaster Conditions and Hazards

1. 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.
2. 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.

3. A terrorist attack would quickly result in Federal agencies, particularly the Federal Bureau of Investigation (FBI), assuming command of the incident. To facilitate the release of information, the FBI may elect to establish a Joint Information Center (JIC) composed of representatives from Federal, State, and local authorities for the purpose of managing the dissemination of information to the public, media, and businesses potentially affected by the incident. An act of terrorism may cause widespread panic, and ongoing communication of accurate and up-to-date information will help calm fears and limit collateral effects of the attack.

#### 4. **Means of Dissemination**

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

- a. Emergency Alert System (EAS)
- b. Television
- c. Radio
- d. Cable TV not participating in EAS
- e. Newspaper
- f. Specially printed materials
- g. TDD/TTY
- h. Rumor Control / Citizen Information Center
- i. Hot Lines
- j. In addition to these resources, back-up means can also be utilized including vehicle-mounted public address system, and door-to-door notifications.
- k. Internet (Town and Library Web Site)
- l. Bureau of Emergency Management

#### 5. **Audiences for Public Information Messages**

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 live 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.

- a. **Special Needs Groups**
  - i. Hearing Impaired
  - ii. Visually Impaired

b. **Mobility- Restricted Population**

- i. Custodial institutions – schools.
- ii. Summer Camps
- iii. Tourists unfamiliar with the area and its hazards.

**B. Preparedness**

The EM Director is responsible for managing ongoing public preparedness campaigns including quarterly preparedness newsletters and other public information efforts.

### III. PLANNING ASSUMPTIONS

1. The level of preparedness will affect the public's perception of the emergency or disaster. Tourists will feel particularly vulnerable if they are unaware of the hazards or planned responses of the area.
2. The event will require responding agencies to provide instructions and information to the public about the incident and actions people should take to save and protect lives, property, economy, and the environment. Responding agencies should also expect to provide information to reduce public concerns about the incident and response activities.
3. Local media will be more willing than out-of-state media to provide specific emergency public information to local residents.
4. Some events, or even forecast events, can bring many reporters, photographers, and camera crews to an area; this will create heavy demands on the emergency public information organization. A media center must be set up to accommodate a large media influx. All emergency workers should be instructed to refer media inquiries to public information staff.
5. Public and media will desire more information and will call to get it. A rumor control or public inquiry call center should be set up as early in the operation as possible.

### IV. CONCEPT OF OPERATIONS

**A. General**

1. Town of Northwood agencies are responsible for providing the public with information about the incident, intermediate protective actions designed to further save lives, protect property, the economy, and the environment, and long-term recovery actions to restore the affected community, as nearly as possible, to its pre-incident condition.

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

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

#### **1. Town of Northwood Information Support Structure**

- a. The Board of Selectpersons – Emergency Management Director, PIO will coordinate the management of the Town of Northwood emergency public information response through all phases of disaster.
- b. Town of Northwood emergency public information will be coordinated through the Town of Northwood 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.
- c. State agencies with specific ESFs or other response roles, for example in a chemical or radiological emergency, will provide staff support for the Town of Northwood emergency public information efforts.

#### **2. State Information Support Structure**

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

### **C. Organization**

1. This ESF will be composed of a Coordinator and assistants as needed. Once the ESF is operational at the EOC it shall function under the direction and control of the EOC Director.
2. The staffing pattern and level will be dependent upon the severity of the emergency.
3. **Public Information Coordinator**  
The Public Information Officer directs the work of ESF-14 at the direction of the EOC Operations Officer. The Public Information Coordinator oversees the information flow to the public via the media.
4. **Interagency Coordination**

Upon notification of an emergency requiring the activation of the Emergency Operations Center or other significant town response, the EM Director and PIO will brief and consult with other agency heads or representatives to handle initial media inquiries and to begin developing a public information response appropriate to the situation. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Private sector organizations
- d. Federal Agencies

#### **5. Specialized Teams/Units**

A public information response may include the activation of the Rumor Control Unit, it may be staffed by Personnel from the EOC following its activation and situation assessment.

#### **6. Operational Facilities/Sites**

- a. **Media Center:** A Media Center may be activated for any major or long term emergency response operation. The Media Center should be located at a site that has convenient access for media personnel and equipment and has appropriate working facilities. The media center should be staffed by a PIO, security officer and other appropriate personnel and have secure communication links to the EOC, JIC and other facilities.
- b. **Joint Information Center:** A JIC may be established to coordinate media activities during multi-agency operations. In a terrorist event it is likely that the FBI will establish and manage a JIC, with state agency and town PIOs providing support.

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

1. In response to an event that would require the activation of the State EOC, the EM Director would initiate notification. During off-duty hours, to include weekends and holidays, the notification would normally be initiated by the New Hampshire State Police to the State Emergency Management Duty Officer. The Duty Officer would then begin notification by established procedures.
2. ESF-14 may be activated at the request of an appropriate agency through the EM Director when an emergency condition exists and requires the support of ESF-14.
3. Upon activation the ESF-14 representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.

4. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

### **E. Actions**

#### **1. Preparedness**

- a. EM PIO will implement a comprehensive multi-media public information program which includes:
  - i. Public information announcements.
  - ii. An on-going public information campaign focusing on family and personal preparedness through a coordinated print and broadcast campaign.
- b. Identify and train appropriate staff to implement the public information responsibilities outlined in this ESF.
- c. Arrange production of written and graphic materials, if needed.
- d. Participate in a coordinated program to educate the public about hazards caused by emergencies or disasters, and the actions people may be asked to take to protect themselves, their property, and the environment.

#### **2. Response**

- a. Publicize, through the media, response activities that directly benefit those affected. Response activities may include:
  - i. Location of shelters and feeding stations.
  - ii. Location of comfort stations.
  - iii. Boil water orders.
  - iv. Facility and road closure information.
  - v. School and office building closing information.
  - vi. Environmental hazards.
  - vii. Product recalls. (State and Federal)
  - viii. Mass vaccinations. (State)
- b. Respond to all hazards and to hazard-specific incidents in accordance with emergency response plans and procedures outlined in the New Hampshire Radiological Emergency Response Plan (RERP).
- c. Establish and maintain contact with the media.
- d. Provide information and any instructions, as cleared by the EM Director.

- e. Monitor media reports and telephone inquiries for accuracy and respond as appropriate to correct rumors.
- f. Augment public inquiry and/or media relations' staffs, if needed.
- g. Set up any additional facilities for emergency public information operations (e.g., separate telephone bank or media center) with support from the ESF-2, Communications Coordinator.
- h. Ensure distribution of printed materials to broadcast media, to pre-selected locations, to volunteer groups or other response and recovery personnel that may go into residential area, and /or via newspaper.
- i. Compile chronology of media releases and events.
- j. Assist with incident-level public information duties, as needed.

### 3. **Recovery**

- a. Working in consultation with the EM Director or designee, respond to reporter inquiries for damage assessment statistics and estimates.
- b. In coordination with State Agencies and FEMA, publicize the status of disaster declarations, types of assistance available to disaster victims, and recovery center locations.
- c. Refer to the State Mitigation Plan for additional information relating to recovery operations.

### 4. **Mitigation**

- a. Refer to the State Mitigation Plan for additional information relating to recovery operations.
- b. ESF-14 will publicize the Town of Northwood significant accomplishments toward mitigation.

## **V. ROLES AND RESPONSIBILITIES**

### **A. Primary Agency - Community Development and Librarian**

- 1. The Community Development, Director and Head Librarian serves as the Coordinators for this ESF and is responsible for developing and distributing

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all approved media information to the EAS, news media, rumor control, and/or any other organizations deemed necessary to receive the news advisories.

2. The public information officer serves as the state EOC representative for news and advisory issues.
3. Establish ESF-14 as a means to provide instructions and information to the public about a natural or man made disaster. ESF-14 will provide information to the public, media, and appropriate State and Federal officials, who represent areas affected by the emergency or disaster. This will be done in conjunction with the Selectpersons's Office.
4. Coordinate the management of the State's emergency public information response through all phases of an emergency or disaster.
5. Ensure coordination of information and press briefings with the Board of Selectpersons's Office.
6. Provide information on the emergency or disaster, its impact on the town, town response actions, and agency support being provided by State and Federal agencies. This will be done in cooperation and collaboration with the Board of Selectpersons's Office.
7. Provide information on recovery programs designed to return, if possible, to its pre-incident condition. This will be done in cooperation and collaboration with the Board of Selectpersons's Office.
8. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EM Director and ESF-5, Information and Planning.
9. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Media releases issued.
  - b. Schedule of press conferences and releases.
  - c. Unmet needs.
  - d. Major ESF-14 issues/activities.
  - e. Staffing and resource shortfalls.
10. In the event the ESF-14 Coordinator needs additional assistance; the Coordinator will establish and manage a Media Support Unit and a Rumor Control Unit. The Units will be staffed by the support agencies identified below.

**B. Support Agencies**

**1. General**

- a. Provide subject matter experts for media interviews and press conferences, as requested and appropriate.
- b. Provide departmental public information and public education support, as requested, to the Town of Northwood EOC Public Information Officer during an emergency or disaster.
- c. Staff the Media Support Unit and Rumor Control Unit

**2. Fire Department**

- a. Provide Public Information Officer to assist with ESF-14 operations, as needed.

**3. Police Department**

- a. Provide a PIO to assist with ESF-14 operations, as needed.

**4. Public Works**

- a. Coordinate the release of public information statements with the ESF-14 Coordinator.

**5. All other Agencies**

- a. Coordinate the release of public information statements with the ESF-14 Coordinator.

**C. Resource Agencies**

**1. General**

- a. Provide subject matter experts for media interviews and press conferences, as requested and appropriate.
- b. Provide departmental public information and public education support, as requested, to the Town of Northwood EOC PIO during an emergency or disaster.

**VI. REFERENCES**

**A. Plans**

1. The National Response Plan
2. Small Pox Response Plan – Crisis Communication (Section 9), December 2002.

## VI. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-15: VOLUNTEERS AND DONATIONS

**Primary Agency:** *Department of Human Services*

**Support Agencies:** Salvation Army  
Community Action Programs  
NH Department of Health and Humans Services  
NH Bureau of Emergency Management

### I. INTRODUCTION

#### A. Purpose

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

#### B. Scope

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

### II. CONCEPT OF OPERATIONS

#### A. General

ESF-15 will manage and coordinate the provision of donated resources to meet the disaster needs. A coordinating group comprised of voluntary organizations and State agencies will be activated to facilitate the provision of volunteers and donations based on assessed needs.

#### B. Organization

1. The Volunteer Organizations Active in Disasters (VOAD) will liaison with ESF-15 support agencies, local coordinators, and the Federal Volunteer/Donations Coordinator. ESF-15 will coordinate with other ESFs, in keeping with their scope of work agreements, to serve as a source of information regarding the availability and coordination of voluntary and donated resources.
2. The functional organization structure of this ESF will be composed of a VOAD representative and other assistance as needed. Once the ESF is operational at the Emergency Operations Center (EOC), it will work with the EOC Operations Officer in support of operations.

3. **Interagency Coordination**

Upon notification of an emergency requiring the activation of the Emergency Operations Center or other significant State response, the primary agency for ESF-15 will brief and consult with designated essential personnel, support agency representatives, and the EM Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) to effectively manage emergent volunteers and donated goods and services. That response may involve:

- a. Other Emergency Support Functions (ESFs)
- b. State Agencies
- c. Non-State Agencies
- d. Federal Agencies
- e. Private sector organizations

4. **Operational Facilities/Sites**

- a. Reception and Distribution Centers will be established and operated to manage large volumes of donated goods, resources and supplies. As appropriate, ESF-15 support agencies are assigned responsibility for the management and operations of these centers.
- b. Warehouses (DRED website) – The primary agency for ESF-15, will coordinate with the Department of Administrative Services and EM to identify potentially suitable warehouse sites. As appropriate, ESF-15 support agencies are assigned responsibility for the management and operations of these centers.

**C. Notification and Activation**

1. Upon determination by the EM EOC staff of an impending or actual incident requiring the use of volunteers or donations, the EM will request through the State Emergency Management a representative to implement ESF-15 from the EOC.
2. ESF-15 may be activated at the request of an appropriate agency through the EMC when an emergency condition exists and requires the support of ESF-15.
3. Upon activation the ESF-15 representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
4. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

**D. Emergency Response Actions**

1. The primary agency representative will establish operations at the EOC as soon as possible after the notification and activation of ESF-15.
2. The EOC Liaison Officer briefs the ESF-15 representative upon arrival, update support agency staff, and monitor activities.
3. Determine volunteers and donation needs and available resources.
4. Maintain complete logs of actions taken, reports, and volunteer and donation resource needs and capabilities.

**E. Recovery Actions**

1. 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.
2. Coordination with ESF-7, Resource Support may also be necessary to establish warehousing and other requirements.
3. Coordination with ESF-13, Law Enforcement and Security may also be needed to provide for security and safety requirements.
4. In coordination with other ESFs, to help meet unmet needs resulting from the disaster.

**F. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the Director of EM. Full deactivation of ESF-15 would occur at the termination of its operations.

**III. ROLES AND RESPONSIBILITIES**

**A. Primary Agency – Department of Family Services**

1. Notify all ESF-15 supporting agencies upon activation

2. Coordinate the provisioning and operation of a Donated Goods and Volunteer Services Call Center.
3. Develop procedures to distribute and dispose of remaining donated goods.
4. Identify prospective staging areas and warehouses available for utilization before an event occurs.
5. Coordinate with ESF-14, Public Information for the dissemination of information regarding disaster needs to the public.
6. Coordinate with ESF-1, Transportation for the following:
  - a. Provision of additional transportation resources in support of ESF-15 operations.
  - b. Identification or creation of alternate access routes to affected areas, as needed.
7. Establish and maintain a system for credentialing of volunteers.
8. Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.
9. Collect and maintain the following ESF status information and coordinate with ESF-5, Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Number of Volunteers, Registered, Referred, and/or Deployed.
  - b. Type, Value, and Amount of Goods and Services Donated.
  - c. Staffing and resource shortfalls.
  - d. Major ESF-15 issues/activities.
  - e. Unmet needs of disaster victims.

**B. Support Agencies**

1. **General**
  - a. Provide volunteer and donations support to other ESFs, as requested.
  - b. Provide periodic updates regarding agency activities and/or operations.

- c. Implement interagency agreements as needed to support ESF-15 activities/operations.
  - d. Document all agency activities, personnel and equipment utilization, and other expenditures.
- 2. **Community Action Agencies**
  - a. Assist in the registration, credentialing, and assignment of volunteers.
  - b. Assist in establishing and managing a donation management program.
- 3. **Department of Health and Human Services (DHHS)**
  - a. Help ensure the health and safety of volunteers, including health risk assessment, injury prevention, and mental health services.
  - b. Coordinate with ESF-11, Food and Water, to ensure the safety and sanitation of donated food items. This involves, if necessary, the recall and embargo of tainted or unsanitary food items.
  - c. Alert, mobilize, and deploy volunteers of the DHHS Mental Health Response Team, as requested by the Town, or VOAD.
  - d. Help identify health- and medical-related needs that could be satisfied by donations or volunteer services.
- 4. **Department of Safety – Emergency Management (EM)**
  - a. Provide liaison between State and Federal Government.
  - b. Provide resource support, as requested.
- 5. **Salvation Army**
  - a. Assist with warehousing and distribution of donated goods.
  - b. Provide a Salvation Army designated Volunteer/Donations Hotline as needed for current disaster service information.
  - c. Coordinate with local offices to identify unmet needs.

## IV. REFERENCES

### A. Plans

1. The New Hampshire Emergency Response Plan
2. The National Response Plan

## V. ATTACHMENTS

### A. Forms

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

## ESF-16: ANIMAL HEALTH

*Primary Agency:*

*Support Agencies:*

### I. INTRODUCTION

**A. Purpose**

To provide a coordinated response in the town of Northwood with assistance from the State in the management and containment of any communicable disease resulting in an animal health emergency affecting the health, welfare, and safety of wildlife, livestock, residents and visitors, as well as responding to pets, farm, and wild animal care needs before, during and after a significant natural disaster or man-made event.

**B. Scope**

This Emergency Support Function ESF-16 Animal Health 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 in the town of Northwood.

### II. CONCEPT OF OPERATIONS

**A. General**

Description of the incident management system that the jurisdiction will use during emergencies/disasters. Additionally, major tasks of the ESF that will be carried out by all departments/agencies and organizations as assigned.

**B. Functional Areas of Responsibility**

1. This section will identify the functional areas that the ESF is responsible for during emergencies/disaster (e.g., quarantine, euthanasia & depopulation, monitoring and surveillance would be functional areas of responsibility for ESF-16), as appropriate. Each functional area will have specific actions/activities identified in the Local EOP. This section can be deleted if it does not apply to the ESF.
2. Each ESF should identify the services/functions provided, 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).
3. 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 below.

**C. Organization**

1. **Functional Organization** of ESF-16 (Organizational Chart).
2. **Composition** of the ESF and key staff positions, as appropriate.
3. **Interagency Coordination** – Should discuss how coordination will occur and who is responsible, etc. for each of these.
  - a. Other Emergency Support Functions (ESFs)
  - b. State Agencies
  - c. Non-State Agencies
  - d. Federal Agencies
  - e. Private Industry Partners (as appropriate)
4. **Specialized Teams/Units** – Addresses what these are, team makeup, who is responsible for activating/deactivating and coordinating their activities/operations, how they are activated/deployed, etc. (i.e., euthanasia, disposal, and appraisal teams).
5. **Declaration Process** – Discuss the declaration process relating to agriculture- and animal-related emergencies/disasters. Specify the appropriate chain for requesting a Secretary’s Emergency or Extraordinary Emergency Declaration
6. **Operational Facilities/Sites** – Should address what these are, where they are located, who’s responsible for staffing and equipping, point of coordination between these and the EOC, etc. (i.e., warehouses, reception and distribution centers). When designating an

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operational facility for the ESF, (i.e., field operation center (FOC), incident command center (ICC), etc.)), be sure to identify an alternate site in the event the initial site is rendered unusable.

**D. Notification and Activation**

This section will identify how the ESF will be notified/activated, who will notify the Primary Agency of the need to partially/fully activate the ESF. Additionally, this section should identify who is responsible for notifying/activating the support agencies, as assigned.

**E. Communications**

This section will be specific to a given ESF, in which there are numerous modes of communication and communications resources that would be used by the ESF to effectively carry out its assigned mission and facilitate coordination between its support agencies (i.e., Health Alert Network).

**F. Emergency Response Actions**

Provide a discussion of the initial response activities of the ESF (i.e., sending an ESF representative to the EOC to coordinate the activities and operations of the ESF). The Primary Agency for the ESF should consider those tasks that would be carried for each of the four phases of emergency management.

1. Preparedness
2. Response
3. Recovery
4. Mitigation

**G. Recovery Actions**

What are the parameters that determine when recovery begins? This section will describe the transition of ESF operations/activities from response to recovery.

**H. Deactivation**

Termination of emergency operations is dependent on a wide range of variables that must be satisfied before deactivation can occur. Included in this section should be a listing of the parameters that would drive the commencement of recovery operations and/or deactivation of the ESF.

### III. ROLES AND RESPONSIBILITIES

**C. Primary/Co-Primary Agency**

List specific responsibilities that this agency has in relation to this ESF

**D. Support Agencies**

1. **General** - Roles and responsibilities that apply to all agencies assigned to the ESF.
2. **Agency-specific:** List each agency that has been identified as a support agency to the ESF and their respective roles and responsibilities.

#### IV. REFERENCES

**A. Plans**

List of the local, State, and Federal plans, as appropriate, that impact how the ESF will carry out emergency operations as assigned.

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

List of the ESF-specific SOPs/SOGs, checklist, etc. that have been developed and are directly related to the functions and operations

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

These are ESF-specific and are executed in the event the ESF requires additional assistance.

#### V. ATTACHMENTS

**A. Forms**

Attachment 1 – General Message Form

Attachment 2 – EOC Position Assignments

Attachment 3 – Town Situation Report Form

Attachment 4– Event Log

Attachment 5- Radio Log

Attachment 6- Preliminary Damage Assessment Form

Attachment 7– Local State of Emergency Declaration (Sample)

Attachment 8- Community Resources

Attachment 9– SOGs for Reporting Downed Poles and Wires

**NOTE: All forms and attachments listed above may be found in the rear of this document.**

**ATTACHMENTS**



**ATTACHMENT 1: GENERAL MESSAGE FORM**

## GENERAL MESSAGE FORM

<b>Incident Name</b>	<b>Date Prepared</b>	<b>Time Prepared</b>
<b>TO</b>	<b>Position:</b>	
<b>FROM</b>	<b>Position</b>	
<b>SUBJECT:</b>		
<b>MESSAGE:</b>		
<b>DISPOSTION:</b>		
<b>DATE/TIME</b>	<b>NAME/POSITION</b>	
<b><u>ROUTING</u></b>		
<b>SENDER:</b>	<b>RECIPIENT</b>	

**ATTACHMENT 2: EOC POSITION ASSIGNMENTS**

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**EOC Positions/Phone Numbers**

Incident Name:		Date Prepared:	Time Prepared:
Operational Period:	Operational Period Date/Time:	From:	To:

Position	Name	Phone	Pager	Email
EOC Director				
PIO				
Alternate PIO				
Operations Section Chief				
Deputy Operations Chief				
Planning Section Chief				
Situation Unit Leader				
Technical Specialist				
Logistics Section Chief				
Support Branch				
Communications Center				
Communications Center				
Communications Center				
Finance Section Chief				
Recovery Unit Leader				

Prepared By: (Name/Title)	Approved by EOC Director:
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**ATTACHMENT 3: TOWN SITUATION REPORT FORM**



**ATTACHMENT 4: EVENT LOG**



**ATTACHMENT 5: RADIO LOG**

