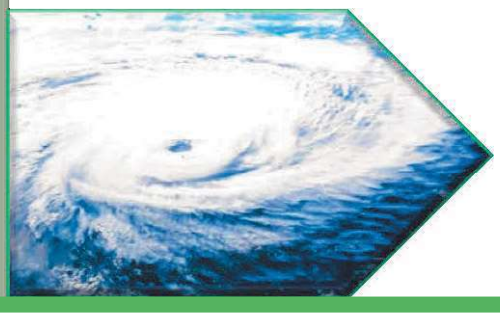


2018

WOLFEBORO

EMERGENCY OPERATIONS PLAN

Final

September 19, 2018

THE OWNER OF THIS COPY OF THE PLAN IS:

Name _____

Title _____

WEB EOC Password _____

Plan Number_____

Plans are worthless, but planning is everything. There is a very great distinction because when you are planning for an emergency you must start with this one thing: The very definition of "emergency" is that it is unexpected, therefore it is not going to happen the way you are planning.

-Dwight D. Eisenhower

Plan Prepared and Authored By

June E. Garneau
Mapping and Planning Solutions
105 Union Street, Suite 1
Whitefield, NH 03598
603-837-7122
jgarneau@mappingandplanning.com

Cover Photos: Photos taken from ICS Training Manual; FEMA and other HSEM and FEMA websites
Photos by June Garneau unless otherwise noted

WOLFEBORO
EMERGENCY OPERATIONS PLAN – 2018

General Table of Contents

ACKNOWLEDGEMENTS 5
CHAPTER 1 – INTRODUCTION 7
CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES AND HAZARD ANALYSIS 17
CHAPTER 3 – CONCEPT OF OPERATIONS 25
CHAPTER 4 – ADMINISTRATIVE & FINANCE 33
CHAPTER 5 – GENERAL RESPONSIBILITIES 41
CHAPTER 6 – EMERGENCY SUPPORT FUNCTIONS 57
CHAPTER 7 – HAZARD SPECIFIC ANNEX 169
CHAPTER 8 – RESOURCE INVENTORY 193
CHAPTER 9 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS 207
CHAPTER 10 – ICS & OTHER FORMS 251

PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGEMENTS

This Plan is an updated plan based on the 15 ESF format of the 2015 State EOP template.

Approval Notification Dates for 2018

NIMS Resolution ..... September 19, 2018
Adoption by the Town ..... September 19, 2018
Plan Distribution by Mapping and Planning Solutions ..... October 1, 2018

Wolfeboro Emergency Operations Planning Team

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

- James Pineo.....Fire Chief & EMD
- Dean Rondeau .....Police Chief
- Bret Barnett .....Brewster Academy
- David Owen .....Town Manager (former)
- Sarah Silk .....HHWPC
- Dave Senecal .....Board of Selectmen
- Bob Ness .....LRRA/Citizen
- Ben Ladd .....Citizen
- Linda Murray.....Board of Selectmen
- A. Capone-Muccio ....Recording Secretary
- David Ford .....Public Works Director
- Kathy Barnard.....Planning Board
- Barry Muccio.....Director of Electric Dept.
- Janet Williamson .....Huggins Hospital
- Christine Collins.....Parks & Recreation Director
- Lisa Rogers .....SAU 49
- Lisa Braiterman ..... Brewster Academy
- Matt Sullivan..... Director of P & D
- Mark Livie ..... Police Department
- Terry Tavares ..... Secretary
- Adam Tasker..... Public Works Department
- John Gotthardt..... ARES
- Becky Merrow..... Town Manager
- Schelley Rondeau .. Health Officer
- Karen Dudley..... American Red Cross
- Frank Grima ..... American Red Cross
- Jeffrey Jones C3PH
- Heidi Lawton..... NH-HSEM
- Olin Garneau ..... MAPS
- June Garneau..... MAPS

Other Wolfeboro Firefighters were involved in the process during the "Fire Night".

Many thanks for the hard work and effort given by each and every one of you. This Plan would not exist without your knowledge and experience. The Town of Wolfeboro also thanks the Federal Emergency Management Agency and NH Homeland Security & Emergency Management as the primary funding sources for the Plan.

Acronyms and abbreviations associated with titles above:

EMD..... Emergency Management Director
C3PH .....Carroll County Coalition for Public Health
HSEM .....Homeland Security & Emergency Management
Dept. ..... Department
P & D ..... Planning & Development
MAPS ..... Mapping and Planning Solutions
HHWPC ..... Household Hazardous Waste Program Coordinator
LRRA .....Lakes Region Repeater Association
SAU ..... School Administrative Unit

For more acronyms and abbreviations see Chapter 9

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 1 – INTRODUCTION

Table of Contents

FOREWORD 9
EMERGENCY OPERATIONS PLAN (EOP) DEFINITION 10
EOP PURPOSE 10
EOP SCOPE 11
THE EOP AND NIMS & ICS 11
EOP STRUCTURE 11
SITUATION 13
Town Government *13*
The Town *13*
Demographics & Housing *13*
Education & Child Care *13*
Natural Features *13*
Transportation *14*
Situation summary *14*
PLANNING ASSUMPTIONS 14

PAGE INTENTIONALLY LEFT BLANK

FOREWORD

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

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

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

Wolfeboro Emergency Operations Plan 2018	the Plan or this Plan
Wolfeboro	the Town
Emergency Management Director	the EMD
Emergency Operations Planning Team	the Team
Mapping and Planning Solutions	MAPS
Mapping and Planning Solutions Planner	the Planner
NH Homeland Security & Emergency Management	HSEM
Federal Emergency Management Agency	FEMA

This Plan addresses one jurisdiction, the Town of Wolfeboro, NH.

Wolfeboro, New Hampshire
Photo credit: www.wolfeboronh.us

EMERGENCY OPERATIONS PLAN (EOP) DEFINITION

The Wolfeboro, NH Emergency Operations Plan, hereafter referred to as the EOP or the Plan, is designed to address the response to consequences of any disaster or emergency situation that would affect the population and/or property within the Town. The EOP is applicable to natural disasters such as earthquakes, hurricanes and tornadoes; human-caused incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including terrorism), power failures and national security emergencies.

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

The Lead Agency is responsible for developing and maintaining the ESF documents and for coordinating related tasks during emergency operations. The EOP does not contain the detailed "how-to" instructions that need to be known only by an individual or group with responsibility to perform the function. Standard operating procedures and standard operating guidelines are referenced as deemed appropriate.

EOP PURPOSE

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

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

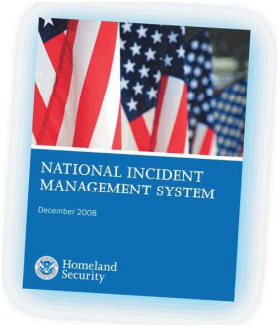
EOP SCOPE

The scope of the EOP:

- Addresses the emergencies and disasters likely to occur as described in *Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis*;
- Includes those actions that support local and state government efforts to save lives, protect public health and safety and protect property;
- Comprises all local departments and agencies assigned one or more functions, activities and/or tasks, to provide response and recovery activities in support of local operations during an emergency or disaster;
- Describes department and agency assignments as they are based upon their day-to-day responsibilities, statutory/legislative requirements and/or federal regulations;
- Provides for the integration and coordination between government, the private sector and volunteer organizations involved in emergency response and recovery efforts;
- Describes how state and federal resources will be coordinated to supplement local resources in response to a disaster.

THE EOP AND NIMS & ICS

The National Incident Management System (NIMS) and the Incident Command System (ICS) are models for command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life and property.



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

Where possible, this EOP corresponds with the National Incident Management System (NIMS) of December 2008. The Wolfeboro EOP establishes the basic elements of NIMS, including the Incident Command System (ICS).

EOP STRUCTURE

The format of the EOP is consistent with the State of New Hampshire Emergency Operations Plan as well as the National Response Framework (NRF) using the ESF concept and approach to providing assistance. The components of the local EOP consist of the following:

- ***Chapter 1, Introduction,*** describes the definition, purpose, scope, relationship to NIMS & ICS, the situation and planning assumptions.

- ***Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis,*** identifies critical facilities and key resources that may be needed at the time of an emergency, identifies hazards within the Town, and an assessment of the critical facilities vulnerability.

- ***Chapter 3, Concept of Operations,*** describes plan implementation, the phases of emergency management and the organization and assignment of responsibilities including a Continuity of Operations Plan (COOP) and Continuity of Government Plan (COG).

- ***Chapter 4, Administrative & Finance,*** includes administrative, finance and logistics, plan management and lists of authorities and references.

- ***Chapter 5, General Responsibilities,*** includes the "general responsibilities" for all Lead and Support Agencies that are identified within the Plan.

- ***Chapter 6, Emergency Support Functions (ESFs),*** delineates Lead and/or Co-Lead and Support Agencies and includes organization, purpose, scope, situation and planning assumptions, concept of operations and the necessary responsibilities to implement each ESF. The "ESF Matrix of Responsibilities" is also included in Chapter 6. The ESFs in this Plan include the following:

  ESF #1: *Transportation*
  ESF #2: *Communications & Alerting*
  ESF #3: *Public Works & Engineering*
  ESF #4: *Firefighting*
  ESF #5*: Emergency Management*
  ESF #6: *Mass Care, Housing & Human Services*
  ESF #7: *Resource Support*
  ESF #8: *Health & Medical*
  ESF #9: *Search & Rescue*
  ESF #10*: Hazardous Materials*
  ESF #11*: Agriculture, Natural & Cultural Resources*
  ESF #12: *Energy*
  ESF#13: *Public Safety & Law Enforcement*
  ESF #14: *Volunteer & Donations Management*
  ESF #15: *Public Information*

- ***Chapter 7, Hazard Specific Annex,*** describes specific hazard situations and emergency responder check lists of responsibilities for each identified hazard.

- ***Chapter 8, Resource Inventory List,*** provides both a categorical and alphabetical list of resources available to the Emergency Management Director (EMD) and other emergency responders.

- ***Chapter 9, Administrative Documents & Reference Materials,*** serve as points of reference and information and includes: record of revisions and changes, Statement of Adoption, signatory page, NIMS resolution, acronyms, terms and definitions, emergency authorities and statutes and annual review forms.

- ***Chapter 10, ICS & Miscellaneous Forms,*** includes commonly used ICS forms and other forms as requested by the Town.

SITUATION

TOWN GOVERNMENT

A five-member Board of Selectmen governs the Town of Wolfeboro with a Town Manager overseeing the day-to-day operations. The Town's departments include, but are not limited to Fire, Police, Public Works, Electric, Planning and Parks and Recreation.

THE TOWN

Wolfeboro is located in Carroll County in the Lakes Tourist Region in the east-central part of New Hampshire. The Town is bordered by Ossipee to the northeast, Wakefield, Brookfield and New Durham to the east and southeast, Tuftonboro to the west and Lake Winnipesaukee and Alton to the south and southwest. The Town is probably most well-known for the scenic views along Lake Winnipesaukee, Crescent Lake, Lake Wentworth and for being the oldest summer resort community in America.

DEMOGRAPHICS & HOUSING

Over the last 30 years, the population of Wolfeboro has increased; the population increased from 3,968 in 1980 to 6,269 in 2010, an increase of 2,301 according to US Census 2010. Wolfeboro's population in 2015 was estimated to be 6,234. The American Community Survey (ACS) 2011-2015 estimates a total of 4,559 housing units, most of which are single family (3,735). Multiple-family structures total 570 and mobile homes and other housing units number 254. The median household income is estimated to be $58,204 (ACS 2011-2015) and the median age is 52.9 years.

EDUCATION & CHILD CARE

There are several schools in Wolfeboro, including both public and private:

- Carpenter Elementary School operates grades K-3
- Crescent Lake Elementary School operates grades 4-6
- Kingswood Regional Middle School operates grades 7-8
- Kingswood Regional High School operates grades 9-12
- Lakes Region Technology Center operates grades 9-12
- Brewster Academy (private) operates grades 9-12

There are five licensed child care facilities in Wolfeboro with a capacity of 292 according to the Economic & Labor Market Information Bureau, Community Response, 2017. There are no colleges or universities located in Wolfeboro, but several are located in nearby towns.

NATURAL FEATURES

The Town of Wolfeboro covers approximately 48.3 square miles of land area and 10.1 square miles of inland water. Vegetation is typical of New England including both deciduous and conifer forests, open fields, swamp and riverine areas. Wolfeboro's terrain lends itself to an abundance of lakes, ponds,

streams and rivers, most notably, Lake Winnipesaukee, Upper Beech Pond, Crescent Lake, Lake Wentworth and Rust Pond.

TRANSPORTATION

There are three major roadways which run through Wolfeboro. NH Route 28 runs north-south from Ossipee in the north, merging with NH Route 109 in the center of Wolfeboro and eventually continuing into Alton in the south-east corner of the Town. NH Route 109 runs from Tuftonboro in the west to the center of Wolfeboro where it then turns east and south to Brookfield in the southeast. NH Route 109A runs from Tuftonboro in the west to the center of Wolfeboro where it intersects with NH Route 109. There are other smaller less traveled roadways that lend access to other parts of the Town. There are 66 miles of paved roads including 14 miles of gravel roads in Wolfeboro.

SITUATION SUMMARY

The Town faces a wide-range of risks which may pose a significant threat to the population and property. These include: natural, human-caused and technological emergencies or disasters. Depending upon the extent and nature of the disaster or emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the Town, Region or the State.

During an emergency or disaster, the Town will take immediate and appropriate actions to determine, direct, mobilize and coordinate the response movement. The Town will activate the necessary functions to redirect resources in order to save lives, relieve human suffering, sustain survivors, protect property and repair essential facilities.

PLANNING ASSUMPTIONS

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

The Town assumes that there are many emergency situations that may directly produce severe consequences and the varying degrees of impact will affect the response. Hence, the following assumptions are valid:

- The Town, in conjunction with the State, is primarily responsible for natural, human-caused and technological emergency preparedness and has shared responsibilities with the state and federal governments for national security preparedness. These responsibilities necessitate the development of an Emergency Operations Plan, with functional ESFs and detailed procedures.

- A disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.

- Depending upon the severity of the situation, the Town may be quickly overwhelmed with the emergency.

- Each level of government will respond to an incident using its available resources, to include the use of mutual aid and may request assistance from the next higher level of government, if required (i.e., municipality to State and State to Federal Government).

- The State will modify normal operations and redirect resources to assist and support local government in saving lives, relieving human suffering, sustaining survivors, protecting property and re-establishing essential services. State and federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.

- Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide immediate life-sustaining relief to individuals and families, not normally available from government resources. Local and/or state agencies will assist these organizations by providing information, guidance and coordination of relief efforts.

- Local and state emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.

- The National Incident Management System (NIMS) and the Incident Command System (ICS) will be used as the principal on-scene incident management systems to direct and control response and initial relief actions and activities.

- A Unified Command System (UCS) may be activated if needed and would include multiple agencies and jurisdictions.

- Local government will continue to function under all disaster and emergency conditions.

- Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to and recovering from the effects of an emergency or disaster.

- If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of state and local government. Local governments may declare a state of emergency if the situation warrants.

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES AND HAZARD ANALYSIS

Table of Contents

CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR) 19
Emergency Operation Centers *19*
Law Enforcement *19*
Fire, EMS & Medical Facilities *19*
Wolfeboro Public Works Department *20*
Wolfeboro Electric Department *20*
Emergency Shelter(s) *20*
Additional Critical Infrastructure *20*
HAZARD ANALYSIS & ASSESSMENT 21
Purpose *21*
Wolfeboro's Hazards *21*
Critical Infrastructure Hazard Risk Assessment *21*
Critical Infrastructure & Key Resources - Hazard Vulnerability *23*

PAGE INTENTIONALLY LEFT BLANK

CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

EMERGENCY OPERATION CENTERS

The Town of Wolfeboro maintains an Emergency Operations Center (EOC) as part of their Town's emergency preparedness program. The EOC is where department heads, government officials and volunteer agencies gather to coordinate their response to a major emergency or disaster event. The EOC is where the officials responsible for responding to major emergencies and disasters assemble to direct and control the Town's response. The EOC goes into operation when Town officials decide that the situation is serious enough to require a coordinated and other-than-routine response.

The Public Safety Building is the designated EOC for Wolfeboro. If need be, and the Public Safety Building is not available, Huggins Hospital may be used as secondary EOC. Mobile Resources or Carroll County could also possibly be used if the above two buildings are not available. Security and maintenance of the EOC facilities will be carried out in accordance with EOC Standard Operating Procedures (SOPs) to be developed by the EMD.

The Public Safety Building has a generator, bathroom facilities, a shower and a full kitchen. The building is capable of accommodating the basic needs of the EOC staff at all levels of operation. Huggins Hospital has an emergency generator, full kitchen, showers and bathroom facilities.

Within the EOC, the Emergency Management Director (EMD) works closely with all emergency response managers as the Town prepares for and responds to emergencies. The Town of Wolfeboro has an appointed Emergency Management Director and an appointed Deputy Emergency Management Director (DEMD).

LAW ENFORCEMENT

The Police Department staffs a full-time Chief, 13 full-time and three part-time officers and four other non-sworn personnel. The Wolfeboro Police Department operates 24 hours a day, 365 days a year. The Wolfeboro Police Department is well-trained in the delivery of police services in an atmosphere of regional cooperation and has found value in working with other town and regional agencies, sharing resources, training and experience to provide a superior quality of life for the residents and visitors of Wolfeboro. The Wolfeboro Police Department has mutual aid agreements with the surrounding towns' Police Departments, NH State Police-Troop E and the Carroll County Sheriff's Department.

FIRE, EMS & MEDICAL FACILITIES

The Wolfeboro Fire Department is a municipal fire department providing quality fire services to the residents and visitors of Wolfeboro 24 hours a day, 365 days a year. The Department staffs a full-time Chief, 11 full-time and 10 on-call firefighters and operates two stations within the Community. The Wolfeboro Fire Department is dispatched through Wolfeboro Central Dispatch and participates in Ossipee Valley Mutual Aid and with area departments. Emergency medical services (EMS) are handled by Wolfeboro Fire Rescue and Stewart's Ambulance. Transport is handled by Stewart's Ambulance.

Wolfeboro's closest medical facility is Huggins Hospital in Wolfeboro (25 beds). An alternative hospital would be Frisbie in Rochester (35 miles, 25 beds). Wolfeboro belongs to the Ossipee Valley HazMat Team which has personnel well trained in HazMat response.

WOLFEBORO PUBLIC WORKS DEPARTMENT

The Wolfeboro Public Works Department operates on a year-round, 24-hour basis as needed. The Department staffs a full-time Director and 11 full-time employees. The Public Works Departments' mission is to support the citizens of Wolfeboro through the safe operation, proper maintenance and future development of highway, supporting infrastructure and utilities in a manner that is cost conscious without sacrificing quality.

Duties performed by the Public Works Department include grading roads, filling potholes, cold patching, repairing or replacing culverts and cleaning ditches. Posting of load limits, road closings and sanitation also fall under the responsibilities of the Public Works Department.

Heavy equipment and other resources located at the Public Works Department Garage are vitally important to the Town at the time of an emergency. The Public Works Department belongs to NH Public Works Mutual Aid.

WOLFEBORO ELECTRIC DEPARTMENT

Wolfeboro also has an Electric Department which staffs a full-time Operations Director, five full-time line workers, two full-time administrators and three part time employees. The Electric Department supplies electricity throughout Wolfeboro and to some clients in Tuftonboro, East Alton and Brookfield. The Electric Department building is generated.

EMERGENCY SHELTER(S)

The primary shelter is the location to which evacuees are directed at the time of an emergency. In Wolfeboro, the designated primary shelter is The Kingswood Middle/High School. The Kingswood Middle/High School has a full kitchen, showers and bathroom facilities. Should the American Red Cross (ARC) and the Carroll County Coalition for Public Health have available resources, they will accommodate shelter supplies as needed.

If the need arises and Kingswood Middle/High School is not available, the Kingswood School Arts Complex could be utilized as a secondary EOC. Residents would be urged to seek alternative arrangements with friends and family or in regional shelters. Possible alternative shelters may include local churches in the Community. Area hotels, motels and inns also may be available and used in an emergency if necessary and available.

ADDITIONAL CRITICAL INFRASTRUCTURE

Additionally, bridges on the evacuation routes, dams and communications towers were considered to be critical to the emergency response.

HAZARD ANALYSIS & ASSESSMENT

PURPOSE

This hazard analysis and assessment is the basis for both mitigation efforts and emergency operations. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the Wolfeboro Hazard Mitigation Plan (2012), located at the Town Hall, should be consulted for a detailed discussion on this topic.

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

- Hazard Identification
- Hazard Threat Analysis
- CIKR Hazard Risk Assessment

WOLFEBORO'S HAZARDS

The 2012 Wolfeboro Hazard Mitigation Plan (HMP) identifies 8 natural hazards, as listed in the table on the following page. Multiple hazards were also added to the table as they were felt to be of importance. Based on the topography and the climate of Wolfeboro, it is very likely there will be future disaster events.[1] According to the table on the following page, Severe Winter Weather & Ice Storms, Flooding (local, riverine, ice jams, beaver dams) and Severe Rain, Thunderstorm & Lightning are the most likely natural hazards to occur in Wolfeboro.

Using the 2013 State Hazard Mitigation Plan and a list of human-caused hazards that have potential to affect Wolfeboro, an analysis was done to determine which hazards may not require the opening of the Emergency Operations Center; these are indicated in RED font in the table on the following page and are not included in *Chapter 7, the Hazard Specific Annex*.

CRITICAL INFRASTRUCTURE HAZARD RISK ASSESSMENT

Primary Critical Infrastructure and Key Resources (CIKR) and evacuation routes within Wolfeboro were identified. In addition, the extent of risk exposure to each of the identified hazards for the Town's Critical Infrastructure & Key Resources was assessed using a scale of 1-5, with 1 being "Very Low" and 5 being "Very High" as seen on page 23. The analysis revealed that Electric Department is the CIKR most susceptible to risk and the most likely hazard to occur is Flooding. It is noted that evacuation routes, bridges and other CIKR may also be at risk.

[1] Town of Wolfeboro, Hazard Mitigation Plan Update 2012; Lakes Region Planning Commission

Table 3.1 - Hazard Threat Analysis

*Hazards which are **most likely** to affect the Community*

*Hazards which **may** affect the Community*

*Hazards which are **less likely** to affect the Community*

A natural hazard is a source of harm or difficulty created by a meteorological, environmental, or geological event.

Scoring for Probability (Columns A, B & C)	Column A	Column B	Column C	Column D	Columns A+B+C/3	Columns D X E
1=Very Low (0-20%)	What is the probability of death or injury?	What is the probability of physical losses and damages?	What is the probability of interruption of service?	How often does it occur?	Average of Human Property & Business Impact	Relative Threat
2=Low (21-40%)						
3=Moderate (41-60%)						
4=High (61-80%)						
5=Very High (81-100%)						

Natural Hazards	Human Impact	Property Impact	Business Impact	Likelihood of Occurrence	Severity	Risk Severity x Probability
Severe Winter Weather & Ice Storms	3	4	4	4	3.67	14.67
Flooding (local, riverine, ice jams, beaver dams)	1	2	3	3	2.00	6.00
Severe Rain, Thunderstorm & Lightning	2	1	1	4	1.33	5.33
Tornado/Downburst	4	4	4	1	4.00	4.00
Hurricane & Tropical Storm	2	2	2	2	2.00	4.00
Severe Wind (windstorm)	1	2	1	3	1.33	4.00
Major Woodland Fire	3	4	2	1	3.00	3.00
Earthquake	2	3	3	1	2.67	2.67
Hailstorm	1	2	1	1	1.33	1.33
Erosion, Landslide & Mudslide	1	2	1	1	1.33	1.33
Drought/Water Shortage	1	1	1	1	1.00	1.00
Extreme Temperatures (hot & cold)	1	1	1	1	1.00	1.00
Human Caused	**Human Impact**	**Property Impact**	**Business Impact**	**Likelihood of Occurrence**	**Severity**	**Risk Severity x Probability**
Power Outage	1	2	4	4	2.33	9.33
Conflagration (urban fire)	4	4	4	1	9.33	9.33
Terrorism	4	3.5	3	1	8.50	8.50
Potable Water Contamination	5	2	4	1	8.33	8.33
Hazardous Material-Transport	3	3	3	1	7.00	7.00
Surface Water Contamination	1	4	4	1	6.33	6.33
Hazardous Material-Fixed Location	3	3	1	1	6.33	6.33
Pandemic/Epidemic	4	1	3	1	6.00	6.00
Civil Disorder	2	3	2	1	5.67	5.67
Sewer Lagoon Failure	1	3	3	1	5.00	5.00
Aircraft Accident	2	2	2	1	4.67	4.67
Dam Failure (Crescent Lake)	1	2	2	1	3.67	3.67

CRITICAL INFRASTRUCTURE & KEY RESOURCES - HAZARD VULNERABILITY

Wolfeboro Emergency Response Facilities									
Risk Scoring		Critical Facility	Public Safety Building/EOC	Town Hall and Annex	Highway Department	Huggins Hospital & Medical Arts	Municipal Electric Department/EOC	Kingswood School Complex	Risk by Hazard
1 = Very Low 2 = Low 3 = Moderate 4 = High 5 = Very High		Facility Use at the time of an Emergency	Emergency Services & Primary EOC	Town Government & Records	Emergency Services & Sand & Gravel	Medical	Electricity & Secondary EOC	Primary Shelter	
Natural & Human-caused Hazards	Severe Winter Weather & Ice Storms		1	1	1	1	1	1	6
	Flooding (local, riverine, ice jams, beaver dams)		1	1	1	1	1	1	6
	Severe Rain, Thunderstorm & Lightning		1	1	1	1	1	1	6
	Tornado/Downburst		1	1	1	1	1	1	6
	Hurricane & Tropical Storm		1	1	1	1	1	1	6
	Severe Wind (windstorm)		1	1	1	1	1	1	6
	Major Woodland Fire		1	1	1	1	3	1	8
	Earthquake		1	1	1	1	1	1	6
	Hailstorm		1	1	1	1	1	1	6
	Erosion, Landslide & Mudslide		1	1	1	1	1	1	6
	Drought/Water Shortage		1	1	1	1	1	1	6
	Extreme Temperatures (hot & cold)		1	1	1	1	1	1	6
	Power Outage		1	1	1	1	1	1	6
	Conflagration (urban fire)		1	3	1	1	1	1	8
	Terrorism		4	4	4	4	4	4	24
	Potable Water Contamination		2	2	2	2	2	2	12
	Hazardous Material-Transport		2	2	2	2	2	2	12
	Surface Water Contamination		1	1	1	1	1	1	6
	Hazardous Material-Fixed Location		1	1	1	1	1	1	6
	Pandemic/Epidemic		2	2	2	2	2	2	12
	Civil Disorder		2	2	2	2	2	2	12
	Sewer Lagoon Failure		2	2	2	2	4	2	14
	Aircraft Accident		4	4	4	4	4	4	24
	Dam Failure (Crescent Lake)		1	1	1	1	1	1	6
Risk by CIKR			35	37	35	35	39	35	216

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 3 – CONCEPT OF OPERATIONS

Table of Contents

GENERAL 27
LOCAL EMERGENCY OPERATIONS PLAN (EOP) IMPLEMENTATION 27
PHASES OF EMERGENCY MANAGEMENT 27
Prevention 27
Preparedness / Protection 27
Mitigation 27
Response 28
Recovery 28
ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES 28
General 28
Organization 28
Alert & Notification 30
Activation and Deployment 30
Local to State and Federal Interface 30
Continuity of Operations (COOP) 31
Continuity of Government (COG)/Line of Succession 32
Recovery and Demobilization 32

PAGE INTENTIONALLY LEFT BLANK

GENERAL

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

Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as Lead, Co-Lead, or Support to facilitate the provisions of the response actions of the Town. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the Town are located in *Chapter 6, Emergency Support Functions*.

Each ESF has been assigned a number of responsibilities to support response operations in an emergency situation. The designated Lead Agency, with the assistance of one or more of the Support Agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The Lead and Support Agency assignments for each of the ESFs are identified in the ESF Matrix in *Chapter 6, Emergency Support Functions*.

LOCAL EMERGENCY OPERATIONS PLAN (EOP) IMPLEMENTATION

The Plan has the force and effect of law as promulgated by RSA 21-P: 39 (see Chapter 9). Plan implementation and the subsequent supporting actions taken by local government are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the disaster scene. This Plan is in effect for preparedness, response and initial recovery activities when a major emergency or disaster occurs or is imminent.

PHASES OF EMERGENCY MANAGEMENT

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

PREVENTION

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

PREPAREDNESS / PROTECTION

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

MITIGATION

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

RESPONSE

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

RECOVERY

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

ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

GENERAL

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

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

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

ORGANIZATION

The organization to implement the EOP under emergency or disaster conditions consists of town departments having Lead or Co-Lead and Support roles as specified in the functional ESFs. The Emergency Operations Center (EOC) Organization Chart (Chapter 9), details the overall response structure of the EOC. Direction and control of the EOC is the responsibility of the EMD. The Emergency Management Director will coordinate the response of town departments, advise the Town Manager and the Board of Selectmen on the necessary protective actions and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other town departments and the EMD and in response to executive decisions.

The ESFs are arranged in a NIMS compliant Incident Command System structure as follows:

Command and Control Section (White section of EOC Chart in Chapter 9)

The Command and Control Section is composed of elements that provide direction and control of the emergency situation; ensures the response follows established SOPs/SOGs; and provides for a centralized EOC facility. The EMD or his/her designee is the primary person assigned to the Command and Control Section and will ensure that primary and secondary facilities are established and maintained.

Operations Section (Red section of EOC Chart in Chapter 9)

The Operations Section is composed of elements that, when either partially or fully activated, will provide emergency support functions to support local operations during an emergency or disaster. Each ESF is responsible for assessing assistance requirements and resource requests and to organize and direct appropriate response actions.

Information & Planning Section (Blue section of EOC Chart in Chapter 9)

The Information and Planning Section includes information and planning activities to support operations. It also includes functions to collect and process information; develop information into briefings, reports and other materials; display pertinent information on maps, charts and status boards; consolidate information for response and recovery actions; provide an action tracking system; and provide technical services in support of operations.

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

Logistics Section (Yellow section of EOC Chart in Chapter 9)

The Logistics Section includes activities which provide facilities and services to support response and recovery efforts.

Administrative & Finance Section (Green section of EOC Chart in Chapter 9)

The Administrative & Finance Section provides support to the response and recovery efforts, as required.

The ICS chart in Chapter 9 identifies the ESFs and the functional activities within each section of the ICS system. Staffing patterns will be dependent upon the severity of the emergency as will the section under which each ESF falls. An advantage of the ICS system is that the chart may expand or contract, from top to bottom and side to side depending on the nature of the emergency.

The chart in Chapter 9 represents a “generic” representation of the ICS command structure; positions in this chart may not exist in every community.

ALERT & NOTIFICATION

The EMD may receive notification of a disaster or impending emergency from multiple sources; pre-alert may also come from NH Homeland Security & Emergency Management. Normal alert and notification would be as follows:

- Wolfeboro Central Dispatch would be alerted to the emergency by E-911, town departments, citizen reports, from state agencies or other sources.
- Wolfeboro Central Dispatch will dispatch the Fire, Police, Public Works, Electric and EMS and/or mutual aid as required and notify the Emergency Management Director if necessary.
- NH State Police from Troop E and the Carroll County Sheriff's Department and/or other mutual aid agencies will respond if the situation requires further law enforcement and would be called in by the Wolfeboro Police Department if needed. The Emergency Management Director would be notified if necessary.
- Depending on the severity of the incident, the Emergency Management Director will initiate further notifications and/or activations (partial or full) of the EOC and activate the appropriate ESFs, including notification to Lead Agencies.
- Upon activation, ESF Lead Agencies will notify and activate Support Agencies as described in detail under the ESF components of the EOP.

ACTIVATION AND DEPLOYMENT

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

- The EOP will be utilized to address particular requirements of a given disaster or emergency situation. Selected functional ESFs will be activated based upon the nature and scope of the event and the level of state support needed to respond.
- Based upon the requirements of the situation, the EMD will notify town departments and agencies regarding activation of some or all of the functional ESFs and other structures of the EOP. Priority for notification will be given to Lead Agencies as specified by the ESFs.
- When activation of the EOP (partial or full) is initiated and unless otherwise specified, all departments and official representatives having Lead and/or Co-Lead roles and responsibilities, as specified in the EOP, will deploy to the EOC and activate the EOP and relevant SOPs/SOGs.

LOCAL TO STATE AND FEDERAL INTERFACE

Once a local EOC is activated, the NH State EOC at (603) 271-2231 will be notified immediately. The linkage within the local EOC and the State EOC will be established and maintained. Whenever possible, the EMD should establish contact to the State EOC via WEB-EOC.

The following highlights the issues regarding this linkage with specifics found in the individual ESFs:

- Provide a single point of contact with contact information to the State EOC, normally the EMD.
- Status reports, compiled by EOC staff will be forwarded to the State EOC by the Emergency Management Director.
- The Town and the offices of NH Homeland Security have standardized software with Microsoft Office. No compatibility conflicts are apparent.
- The state to local interface will be specified with each local EOP and will be guided by emergency management and *ESF #2, Communications & Alerting*. The EMD shall have direct responsibility for the organization, administration and operation for emergency management within the Town.

CONTINUITY OF OPERATIONS (COOP)

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

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

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

- That state and local governments provide a capability to preserve, maintain and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
- That local emergency response departments provide for the following during emergency operations:
    - Each department have designated and trained personnel available for EOC deployment; and
    - Each department maintains and updates notification lists, twenty-four hour staffing capabilities and Standard Operating Procedures and/or Guidelines (SOPs/SOGs).
- Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainability during emergencies and/or disasters.

- In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.

- The EMD is responsible for developing and maintaining EOC relocation procedures/guides and/or checklists, as appropriate.

CONTINUITY OF GOVERNMENT (COG)/LINE OF SUCCESSION

In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters. The following is the line of succession that has been established for the emergency response.

The Emergency Management Director (EMD) will exercise direction and control, but will report directly to the Town Manager and the Board of Selectmen. In the event the Emergency Management Director is not available, the position of acting EMD is filled in succession as listed below, unless the situation warrants a different order of succession.

1st .....Deputy EMD/Town Manager

RECOVERY AND DEMOBILIZATION

Recovery and demobilization of emergency operations is dependent on a wide range of variables that must be satisfied before such an event may occur. Although recovery operations may be initiated during response operations some basic principles should be followed before recovery and demobilization occur:

RECOVERY

- All health and safety issues must be resolved.
- All essential services and facilities are re-established and operational.

DEMOBILIZATION

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

CHAPTER 4 – ADMINISTRATIVE & FINANCE

Table of Contents

ADMINISTRATIVE, FINANCE & LOGISTICS 35
Administrative *35*
Finance *36*
Logistics *36*
Mutual Aid Agreements *37*
PLAN MANAGEMENT 37
Development *37*
Maintenance *37*
Document Control *38*
Training and Exercises *38*
AUTHORITIES AND REFERENCES 38
Statutes and Regulations *38*
References *39*
Locally Identified References, Guidelines, Agreements & Plans *39*

PAGE INTENTIONALLY LEFT BLANK

ADMINISTRATIVE, FINANCE & LOGISTICS

ADMINISTRATIVE

During an emergency or disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. At a minimum, the following should take place:

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

FINANCE

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

- If a disaster declaration is requested by the Governor (through FEMA Region I, to the President of the United States) and if such is declared, then reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for federal disaster assistance funds shall be in accordance with prescribed state and federal disaster assistance protocols and procedures.

- A major disaster or emergency may require the expenditure of large sums of state and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.

- Town departments designated as Lead and/or Co-Lead agencies for the ESFs, conducting emergency support activities, shall be responsible for establishing and maintaining financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, for submitting bills in a timely fashion and for closing out assignments.

- Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

LOGISTICS

- The EMD, in coordination with other town departments, shall facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and if required, sleeping and feeding facilities for the EOC staff.

- Appropriate departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operation.

- The EMD shall develop and maintain a current database of locally available resources and their locations. The database should include all public and available private equipment and personnel with special technical skills, pertinent to the anticipated needs of the local jurisdiction (refer to Chapter 8 of this Plan).

MUTUAL AID AGREEMENTS

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

PLAN MANAGEMENT

DEVELOPMENT

The EMD shall coordinate the development of this EOP. The development of the ESF components, SOPs/SOGs, alerting and notification lists and resource inventories, shall be developed by the Lead, Co-Lead and/or Support Agencies within the functional ESFs, as assigned.

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

MAINTENANCE

All Lead, Co-Lead and Support Agencies whether federal, state, local, or private with emergency responsibilities, shall integrate their planning efforts in the maintenance, implementation and exercising of the EOP. The EMD shall conduct the overall plan review and report to the Town Manager and the Board of Selectmen with recommended revisions on an annual basis.

The EMD shall request from the Lead, Co-Lead and Support agencies the necessary updates as noted below.

- Review of the functional ESFs by the respective Lead, Co-Lead and Support Agencies shall be conducted annually; SOPs/SOGs yearly; resource inventories and notification and recall lists also on an annual basis.

- Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates shall be conducted within forty-five (45) days of the actual emergency.

- Major changes that affect the Situation and Assumptions and Concept of Operations sections of the EOP will be made as required; the department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists and resource inventories shall be made by the Lead, Co-Lead and Support Agencies.

All changes, revisions and/or updates shall be forwarded to the EMD for review, editing, publication and distribution to all holders of the EOP. If no changes are required, the EMD is to be notified in writing, by the respective department, agency or office that the Plan, associated ESFs and all supporting documents have been reviewed and are considered valid and current.

DOCUMENT CONTROL

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

- An inventory control numbering system for plans.
- A list of plans with control numbers.
- The location of where the plans are stored and/or maintained (e.g., EOC, Library).
- A record of plan revisions.
- A plan distribution list.

TRAINING AND EXERCISES

The EMD shall utilize annual training and exercise to evaluate the Town's capability to respond to minor, major and catastrophic disasters. The EMD shall coordinate the training of local and volunteer personnel on their roles and responsibilities in the five phases of emergency management (prevention, preparedness, response, mitigation and recovery).

Training and exercise programs will help ensure the operational readiness of the Town's emergency response. Through the design and delivery of courses, professional development seminars and workshops and hazard specific exercises (e.g., flooding or dam failure).

After each hazard-specific exercise, participants shall provide input into the development of an After-Action Report (AAR) that captures recommended changes to existing policies, plans and procedures or guidelines.

AUTHORITIES AND REFERENCES

STATUTES AND REGULATIONS

Chapter 9, *Administrative Annex*, includes a list of authorities and regulations that reflect federal, state and local agencies, departments and/or offices and their authority to respond and initiate emergency response procedures.

REFERENCES

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

- FEMA, State and Local Guide (SLG) - 101, Guide for All-Hazard Emergency Operations Planning, September 1996.
- Federal Emergency Management Agency, Managing the Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
- Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
- National Response Framework, January 2007; May 2013.
- Emergency Planning, Independent Study, February 2006.
- National Incident Management System, December 2008
- Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
- Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.
- NH Local Emergency Operations Plan Template, February 2015

LOCALLY IDENTIFIED REFERENCES, GUIDELINES, AGREEMENTS & PLANS

- Standard Operating Procedures and/or Guidelines (SOPs/SOGs)
  - Wolfeboro Fire Department Standard Operating Guidelines (SOGs)
  - Wolfeboro Police Standard Operating Procedures (SOPs)
- Emergency Alert and Warning Systems
  - NH Emergency Notification System (ENS)
  - National Oceanic & Atmospheric Agency (NOAA)
  - Amateur Radio Systems
  - School reverse calling system “School Messenger”
- Interagency Agreements/Compacts/Mutual Aid Agreements
  - Ossipee Valley Mutual Aid
  - NH Public Works Mutual Aid Association
  - Northeast Public Power Association
  - Ossipee Valley HazMat Team
- Plans
  - Governor Wentworth Regional School District, Emergency Operations Plan, Summer of 2017
  - Wolfeboro Emergency Operations Plan, 2010
  - Wolfeboro Hazard Mitigation Plan Update, 2013
  - Carroll County Coalition for Public Health Emergency Response Annex:
    - Point of Distribution Appendix
    - Risk Communication Appendix
    - Isolation & Quarantine Appendix
    - Mass Fatality Appendix
    - Medical Surge Appendix

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 5 – GENERAL RESPONSIBILITIES

Table of Contents

ALL LEAD & SUPPORT AGENCIES 43
TOWN MANAGER & BOARD OF SELECTMEN 43
EMERGENCY MANAGEMENT DIRECTOR 44
DEPUTY EMERGENCY MANAGEMENT DIRECTOR 45
PUBLIC WORKS DEPARTMENT 45
LAW ENFORCEMENT 47
FIRE DEPARTMENT/EMS 47
ELECTRIC DEPARTMENT 48
HEALTH OFFICER 49
PARKS & RECREATION DEPARTMENT 50
SCHOOL DISTRICT LIAISON 51
WATER & SEWER DEPARTMENT 51
TRANSPORTATION COORDINATOR (AS DESIGNATED BY THE EMD) 52
SHELTER COORDINATOR (AS DESIGNATED BY THE EMD) 52
PUBLIC INFORMATION OFFICER ((PIO) AS DESIGNATED BY THE EMD) 53
STEWART'S AMBULANCE 54
WOLFEBORO CENTRAL DISPATCH 54
AMERICAN RED CROSS 55
CARROLL COUNTY COALITION FOR PUBLIC HEALTH (C3PH) 55
HUGGINS HOSPITAL 56

PAGE INTENTIONALLY LEFT BLANK

ALL LEAD & SUPPORT AGENCIES

- ☐ Maintain accurate and up-to-date records during or post incident:
  - Total man-hours
  - Vehicles used and mileage
  - Equipment used
  - Total equipment hours
  - Cost of materials
  - Photographs pre and post restoration
  - GPS locations for all damaged sites
- ☐ Maintain and test own equipment.
- ☐ Train department personnel and maintain training records.
- ☐ Develop and maintain the personnel notification procedures lists for their departments.
- ☐ Establish written Standard Operating Procedures or Standard Operating Guidelines.

TOWN MANAGER & BOARD OF SELECTMEN

SUPPORT FOR ESF #3, 5, 7 & 14

PRE-DISASTER

- ☐ Provide leadership for disaster mitigation programs.
- ☐ Coordinate with the EMD to establish and equip the Emergency Operations Center (EOC) and a Secondary Emergency Operations Center.
- ☐ Coordinate with the EMD to maintain the Emergency Operations Plan (EOP) in working order.

EMERGENCY RESPONSE

- ☐ Provide leadership for disaster emergency response.
- ☐ Issue a Declaration of Local State of Emergency if warranted.
- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Direct the implementation of protective actions for public safety.
- ☐ In coordination with the EMD, determine the need for evacuation, issue appropriate orders to residents per *ESF #15, Public Information* regarding when to evacuate, where to go, what to bring and when to anticipate return to evacuated areas.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Acquire private resources as needed.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

EMERGENCY MANAGEMENT DIRECTOR

LEAD FOR ESF #2, 5, 7, 11 & 12; SUPPORT FOR ESF #1, 3, 4, 6, 8, 9, 10, 13, 14 & 15

PRE-DISASTER

- ☐ Provide leadership for disaster mitigation programs and trainings.
- ☐ Coordinate with the Town Manager and the Board of Selectmen to establish and equip the Emergency Operations Center (EOC).
- ☐ Establish an EOC Plan and perform practice drills to ensure adequate availability of resources in the EOC, i.e., lights, radios, electrical receptacles, computers, monitors, phones, extension cords, pens/pencils, paper, maps, display boards, cots, sanitary facilities, sleeping accommodations, etc.
- ☐ Coordinate with the Town Manager and the Board of Selectmen to maintain the Emergency Operations Plan in good working order, including an annual update to the Resource Inventory List and EOC Alert List.
- ☐ In coordination with the Town Manager and the Board of Selectmen, determine the location of alternative EOC should the designated EOC become compromised.
- ☐ Conduct test exercises of a multi-department nature and assist departments to conduct their own test exercises.
- ☐ Assist all departments with the development and maintenance of their individual emergency plans, SOPs and SOGs.
- ☐ Pre-designate administrative and clerical staff that may be needed at the EOC.
- ☐ Obtain and refresh WebEOC training and ensure all EOC staff members are adequately trained.
- ☐ Establish and maintain records of persons with disabilities and other functional needs citizens.
- ☐ Provide outreach programs to educate the Community on disaster preparedness and mitigation.
- ☐ Prepare and test a Shelter Plan in coordination with the American Red Cross and the Shelter Coordinator.
- ☐ Pre-designate and train shelter staff to open and maintain shelter operations.

EMERGENCY RESPONSE

- ☐ Notify the Town Manager and the Board of Selectmen of the emergency and the need to activate the EOC.
- ☐ Activate the EOC and coordinate all emergency operations from the EOC.
- ☐ Assess the situation and make recommendations on the number and location of shelters to be opened.
- ☐ Determine EOC activation level depending on the nature of the emergency.
- ☐ Identify the EOC staffing needs and request agency representation at the EOC.
- ☐ Contact Homeland Security & Emergency Management (HSEM) via telephone, WebEOC or other means that are available.
- ☐ Direct EOC staff to alternative EOC location should the designated EOC become compromised.
- ☐ Request state, federal and additional assistance as needed through HSEM.

- ☐ Assume overall control of resource allocations and coordinate the use and/or rationing of essential community resources, resource requests, personnel and equipment per *ESF #7, Resource Support*.
- ☐ Coordinate the dissemination of public information to the residents of the Community and the media with the Town Manager, the Board of Selectmen and the designated PIO per *ESF #15, Public Information.*
- ☐ Assume overall direction and control of evacuation procedures per *ESF #1, Transportation*.
- ☐ In coordination with the Town Manager and the Board of Selectmen, determine the need for evacuation, issue appropriate orders to residents per *ESF #15, Public Information* regarding when to evacuate, where to go, what to bring and when to anticipate return to evacuated areas.
- ☐ Coordinate the use of essential utility services and other energy resources per *ESF #12, Energy*.
- ☐ Maintain a log and ensure access control at the EOC.
- ☐ Create a work schedule for the EOC and monitor staff for fatigue.
- ☐ Implement a message delivery system to ensure emergency response communications within and outside of the EOC per *ESF #5, Emergency Management*.
- ☐ Collect and provide ESF status information for inclusion into Situation Reports (SitReps).
- ☐ Maintain all record keeping and documentation necessary for application for Federal Disaster Assistance.
- ☐ Establish recovery and demobilization procedures.
- ☐ Activate *ESF #6, Mass Care, Housing & Human Services* and coordinate the efforts that are necessary to open and maintain a shelter as needed.
- ☐ Designate a "Shelter Coordinator" if necessary to coordinate shelter operations.
- ☐ Designate a "Transportation Coordinator" if necessary to coordinate transportation operations.

DEPUTY EMERGENCY MANAGEMENT DIRECTOR

SUPPORT FOR ESF #2, 5, 7, 11 & 12

PRE-DISASTER

- ☐ Work with the EMD on all pre-disaster activities.

EMERGENCY RESPONSE

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

PUBLIC WORKS DEPARTMENT

LEAD FOR ESF #3; SUPPORT FOR ESF #1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 & 15

PRE-DISASTER

- ☐ Maintain public works mutual aid agreements through the NH Public Works Mutual Aid Program.
- ☐ Provide and maintain an up-to-date Public Works Department operations plan.

- ☐ Maintain a list of contractors who can provide heavy and specialized equipment support during emergencies, as well as individuals and businesses that are willing to lend equipment.
- ☐ Provide a current list of all public works and engineering resources for inclusion in the Resource Inventory of the EOP.
- ☐ Pre-determine alternative EOC representatives in the event of extended EOC operations.
- ☐ Maintain an inventory of disaster supplies, i.e., sandbags, plastic sheeting, plywood, barricades, signs and traffic control devices.
- ☐ Inspect and maintain at risk dams, if applicable.
- ☐ Inspect and maintain water distribution, treatment and storage systems.
- ☐ Identifying temporary landfill sites.

EMERGENCY RESPONSE

- ☐ Report to the EOC when requested by the EMD.
- ☐ Disperse equipment and manpower to strategic locations, under direction of the Incident Commander and the EMD.
- ☐ Provide heavy equipment support for fire suppression operations as needed.
- ☐ Coordinate regional or neighboring town public works mutual aid.
- ☐ Keep the streets clear of debris.
- ☐ Assist Law Enforcement in determining alternate routes capable of handling evacuation traffic.
- ☐ Repair damage to critical town infrastructure (i.e. roads, water and sewer systems.) and/or protect such facilities from further damage.
- ☐ Assist with the acquisition and setting up of refrigeration equipment required for temporary mortuary facilities.
- ☐ Assist Law Enforcement with traffic control; deploy personnel to erect barricades and signs as requested.
- ☐ Notify the public of any contamination of the public water supply in cooperation with Health Officer and emergency public information systems per *ESF #15, Public Information*.
- ☐ Coordinate the acquisition and transport of water from outside sources to areas affected by water shortages or contamination in cooperation with the Health Officer.
- ☐ Assist in the operation of the EOC by providing transportation of supplies, fuel and maintenance of the HVAC system and generator maintenance.
- ☐ Serve as a member of a damage assessment survey team to inspect damaged buildings to determine if they are safe for occupancy.
- ☐ Establish and manage garbage disposal locations, tree and other debris disposal locations and portable toilet facilities.
- ☐ Provide transportation for food supplies, clothing and construction materials.
- ☐ In coordination with the EMD, designate and prepare suitable locations where state and federally provided mobile homes may be placed for long term shelter accommodations.
- ☐ Provide equipment and assistance for the burial of dead animals.
- ☐ Coordinate the restoration of utility services with the local utility companies per *ESF #12, Energy*.

LAW ENFORCEMENT

LEAD FOR ESF #13; SUPPORT FOR ESF #1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14 & 15

PRE-DISASTER

- ☐ Conduct training and test exercises in coordination with the Emergency Management Director.
- ☐ Maintain up-to-date inventory of department personnel and equipment.
- ☐ Maintain police mutual aid agreements.
- ☐ Develop Standard Operating Procedures (SOPs) for emergency conditions.
- ☐ Develop traffic control plans for special events.

EMERGENCY RESPONSE

- ☐ Enforce all applicable laws, ordinances and regulations.
- ☐ Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles.
- ☐ Work with state, federal and other local agencies to investigate terrorism.
- ☐ Identify key facilities which must remain open during an emergency situation (i.e. medical facilities, utilities) and determine security requirements.
- ☐ Disperse police equipment and personnel to strategic locations as necessary.
- ☐ Provide crowd and traffic control around incident sites and evacuation routes.
- ☐ Enforce traffic control restrictions.
- ☐ Assist in notification and emergency warning through the use of loudspeakers and/or door-to-door canvassing.
- ☐ Provide security as needed:
    - At the EOC
    - At the Shelter
    - At temporary mortuary facilities
    - To prevent the contamination of the public water supply
    - In damaged or evacuated areas.
- ☐ Chief of Police or department representative shall report to the Emergency Operations Center.
- ☐ Provide traffic control for evacuation routes and determine alternate routes capable of handling evacuation traffic.
- ☐ Enforce mandatory evacuation when lawfully ordered.
- ☐ Notify public bus services to cease normal operations within the Town, if applicable.
- ☐ Cause the removal of disabled vehicles blocking evacuation routes.
- ☐ Coordinate regional police mutual aid.

FIRE DEPARTMENT/EMS

LEAD FOR ESF #4, 8, 9 & 10; SUPPORT FOR ESF #1, 2, 3, 5, 6, 7, 11, 12, 13 & 15

PRE-DISASTER

- ☐ Develop and maintain a Mass Casualty Incident (MCI) Plan.
- ☐ Train and assign radiological personnel and maintain radiological equipment.

- ☐ Conduct fire inspections and fire drills per SOGs.
- ☐ Maintain medical supplies and equipment that will be needed at the time of an emergency in good working condition.
- ☐ Maintain mutual aid agreements with other fire departments and Ossipee Valley Mutual Aid.
- ☐ Reduce the risk of wildfires through enforcement of outdoor burning statutes.
- ☐ Review and update SOGs on an annual basis.
- ☐ Update and maintain a list of functional needs residents in the Community.

EMERGENCY RESPONSE

- ☐ Contain and extinguish all fires.
- ☐ Assist Law Enforcement in providing traffic and crowd control, as available.
- ☐ Assist with the enforcement of restrictions and the evacuation of effected areas.
- ☐ Disperse equipment and manpower to strategic locations, as necessary.
- ☐ Provide a monitoring capability for radiological accidents or incidents.
- ☐ Coordinate fire mutual aid at the time of an emergency.
- ☐ Assist in search and rescue operations as needed per *ESF #9, Search & Rescue.*
- ☐ Respond to and supervise emergency operations in hazardous materials accidents or incidents.
- ☐ Assist in the notification to the general public through the use of loudspeakers and/or door-to-door canvassing as needed per *ESF #15, Public Information*.
- ☐ Assist with the evacuation and relocation of the functional needs population and those living in nursing homes and/or assisted living facilities.
- ☐ Report utility power outages to appropriate utility companies, per *ESF #12, Energy*.
- ☐ Monitor and provide security measures to prevent contamination of the public water supply.
- ☐ Provide fire surveillance and offer fire protection within the evacuated areas.
- ☐ Serve as a member of a disaster assessment team to determine the structural integrity of buildings affected by the disaster.
- ☐ Provide medical assistance and personnel as needed and in coordination with *ESF #8, Heath & Medical,* based on availability.
- ☐ Assist with the transportation of non-ambulatory patients needing relocation.
- ☐ Monitor the safety and health of emergency responders.
- ☐ Establish first aid stations, as necessary.

ELECTRIC DEPARTMENT

LEAD FOR ESF #12; SUPPORT FOR ESF #2, 5, 6, 7 & 15

PRE-DISASTER

- ☐ Participate in emergency communications training.
- ☐ Ensure all equipment is up-to-date and functional prior to a disaster.
- ☐ Maintain mutual aid agreements with Northeast Public Power Association.

EMERGENCY RESPONSE

- ☐ Receive notification from Wolfeboro Central Dispatch or other Town officials.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Provide communication equipment for first responders, as needed.
- ☐ Ensure the power supply at mass care facilities is maintained during an emergency situation.
- ☐ Provide damage assessment and provide this information to the EMD.
- ☐ Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property and to carry out other emergency response functions.
- ☐ Coordinate with *ESF #1, Transportation*, for the transport of critical energy supplies.
- ☐ Assess electrical power damage, energy supply and demand and assist in identifying requirements and priorities for restoration.
- ☐ Provide priority restoration to the shelter(s) and the EOC.
- ☐ Make recommendations regarding rationing or limiting the use of energy resources.
- ☐ Provide public information on power outages and protective actions through *ESF #15, Public Information* to include measures such as:
    - Education and conservation guidance to the public through *ESF# 15, Public Information*
    - Proper operation and connection of standby generators
    - Dangers of downed power wires
    - Closed roads
    - Estimated length of the outage or shortage
- ☐ Ensure the continuation of electrical service for any media or public information centers.

HEALTH OFFICER

LEAD FOR ESF #8; SUPPORT FOR ESF #5, 6, 7, 10, 11, 14 & 15

PRE-DISASTER

- ☐ Enforce public health standards.
- ☐ Coordinate with the Carroll County Coalition for Public Health to develop and assist in the development of local and regional pandemic planning.
- ☐ Coordinate with Carroll County Coalition for Public Health for recommended inoculations or immunizations.
- ☐ Assist with the preparation of emergency information on public health topics such as communicable diseases and immunizations.
- ☐ Work with the Department of Health and the Public Health Network to identify and prevent public health emergencies and outbreaks.

EMERGENCY RESPONSE

- ☐ Assist in coordinating emergency shelter and feeding per *ESF #6, Mass Care, Housing & Human Services*.
- ☐ Serve as liaison with the Carroll County Coalition for Public Health and with local hospitals.
- ☐ Assess the Community health needs and current resources and report them to the EMD per *ESF #7, Resource Support*.

- ☐ Request assistance from neighboring health and medical organizations and services.
- ☐ Report to the EOC as requested, or send a representative.
- ☐ With assistance from local, regional, state and private organizations, such as the NH Department of Health & Human Services (NH-DHHS), the NH State Medical Examiner, NH Department of Environmental Services (NH-DES), American Red Cross and the Carroll County Coalition for Public Health, assist with the following:
    - Inoculation or immunization programs at the time of an emergency.
    - The inspection of food, water, drugs and other consumables exposed to the hazard.
    - The monitoring of food handling, health and sanitation conditions in emergency mass care facilities.
    - The mass storage of fatalities.
    - Measures to prevent or control disease vectors such as mosquitoes, flies and rodents.
    - Issuance of "boil orders" for drinking water.
    - Development of a Mental Health Crisis Counseling Team.
    - Activation of the Medical Reserve Corp (MRC).
    - Activation of the Multi-Agency Coordinating Entity (MACE).
    - The removal and disposal of animal carcasses.

PARKS & RECREATION DEPARTMENT

LEAD FOR ESF #14; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- ☐ Identify volunteer groups with the ability to assist the Town in an emergency.
- ☐ Maintain a list of all volunteer organizations that may be called upon at the time of an emergency and include the information for inclusion in the Resource Inventory List of this EOP.
- ☐ Prepare the necessary forms that will be needed to track and document the receipt of donations and the assistance of volunteers.
- ☐ Determine a location for volunteers to register.
- ☐ Determine a location for donations to be dropped off.
- ☐ Recruit and train volunteers.

EMERGENCY RESPONSE

- ☐ Coordinate the response of volunteers to the areas of need.
- ☐ Seek volunteer personnel through *ESF #14, Volunteer & Donations Management*.
- ☐ Notify pre-identified volunteers to assist in emergency operations.
- ☐ Ensure that all volunteers are registered and hours are tracked (for matching funds).
- ☐ Identify the abilities of spontaneous volunteers that may come to assist and assign them as appropriate.
- ☐ Ensure that all volunteers are appropriately assigned to areas that are within their training and abilities.
- ☐ Seek credentials from all volunteers, including medical and mental health workers.
- ☐ Ensure that all volunteers comply with accepted safety practices.

- ☐ Coordinate response efforts of volunteer organizations (i.e. Red Cross, Salvation Army, VOAD, RSVP, Etc.) with the Town's emergency operations.
- ☐ Deactivate volunteers when they are no longer needed.
- ☐ Ensure all volunteers are properly recognized for their service to the Town.
- ☐ Follow up with spontaneous volunteers and encourage them to participate in the future.
- ☐ Designate an individual to man the donation location and complete donation forms.

SCHOOL DISTRICT LIAISON

SUPPORT FOR ESF #1, 5, 6, 7 & 14

PRE-DISASTER

- ☐ Maintain a School Emergency Operations Plans which includes a School Evacuation Plan.
- ☐ Conduct test exercises of the school EOP as coordinated by the Fire Chief, Police Chief and EMD.
- ☐ Practice and test the Shelter Plan in coordination with the Shelter Coordinator, ARC and the EMD.
- ☐ Designate a school representative(s) that would report to the EOC at the time of an emergency.
- ☐ Coordinate public outreach education programs both pre- and post-disaster to minimize the impact of disasters.

EMERGENCY RESPONSE

- ☐ Evacuate students if necessary per the school's Evacuation/Emergency Operations Plan.
- ☐ Prepare school facilities for feeding and sheltering, making available all on-hand food supplies needed for mass feedings per *ESF #6, Mass Care, Housing & Human Services*.
- ☐ Prepare the school for use as an emergency transportation point.
- ☐ Report to the EOC or send designee, when requested by the EMD.
- ☐ Coordinate with EMD for mass transportation as needed per *ESF #1, Transportation*.
- ☐ Maintain detailed records of consumed resources and supplies received and expended.
- ☐ Work with the Health Officer to insure the safety of food provided at the shelter.
- ☐ Identify security requirements per *ESF #13, Public Safety & Law Enforcement*.
- ☐ Identify fire protection issues and notify the Fire Department per *ESF #4, Firefighting*.
- ☐ Upon request, coordinate disaster mental health services for occupants of mass care facilities.

WATER & SEWER DEPARTMENT

SUPPORT FOR ESF #4, 5 & 7

PRE-DISASTER

- ☐ Maintain water distribution system for domestic and firefighting purposes.

EMERGENCY RESPONSE

- ☐ Report interruptions to the water volume or pressure, to the EMD and the Fire Chief.

TRANSPORTATION COORDINATOR (AS DESIGNATED BY THE EMD)

LEAD FOR ESF #1; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- ☐ Maintain agreements with bus companies and other mass transportation resources.
- ☐ Determine proper evacuation routes with the Police and Fire Departments.

EMERGENCY RESPONSE

- ☐ Coordinate the emergency transport of materials, personnel and equipment.
- ☐ Coordinate overall direction of the evacuation procedures.
- ☐ Determine the approximate numbers of people involved.
- ☐ Assess transportation needs and coordinate with public and private entities to secure resources.
- ☐ Provide for tracking of people transported.
- ☐ Identify and assist those functional needs persons needing assistance to relocate.
- ☐ Disseminate information and instructions to the public through *ESF #15, Public Information* and a designated Public Information Officer (PIO) including recommended evacuation routes, road and weather conditions, what residents should bring with them and available public transportation.

SHELTER COORDINATOR (AS DESIGNATED BY THE EMD)

LEAD FOR ESF #6; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- ☐ Conduct test exercises at the shelter locations as coordinated by the Fire Chief, Police Chief and Emergency Management Director.
- ☐ With the EMD and American Red Cross (ARC), develop a Shelter Plan to be used at the shelter.
- ☐ Practice and test the Shelter Plan in coordination with ARC and the EMD.
- ☐ Pre-designate and train shelter staff to open and maintain shelter operations.
- ☐ Prepare the shelter by having on hand necessary shelter items such as cots, blankets, pillows, food, water, charging stations, etc.
- ☐ Prepare a plan to move the shelter should the primary shelter become compromised.
- ☐ Participate in shelter training as coordinated by the EMD, the Carroll County Coalition for Public Health and American Red Cross.
- ☐ Obtain additional cots and blankets from American Red Cross, State Emergency Management and the Carroll County Coalition for Public Health as needed.

EMERGENCY RESPONSE

- ☐ Organize and coordinate all shelter activities and needs.
- ☐ Mobilize staff and open shelter(s) keeping them operating as long as necessary.
- ☐ Provide individual and family assistance consisting of the provision of emergency food, clothing and shelter.
- ☐ Coordinate the transportation of goods, services and people to shelter sites per *ESF #1, Transportation*.

- ☐ Register and track shelter occupants.
- ☐ Recommend to the general public what items should be brought to shelters per *ESF #15, Public Information.*
- ☐ Identify additional resource requirements and request assistance per *ESF #7, Resource Support*.
- ☐ Submit daily mass care facility reports to the EMD for inclusion in the SitRep per *ESF #5, Emergency Management*, which include shelter occupants, number of meals served and condition of the facility and identification of any unmet needs.
- ☐ Coordinate the provision of pet sheltering and advise the general public on pet sheltering locations and requirements per *ESF #15, Public Information.*
- ☐ Establish a system and assist in answering disaster welfare inquiries, in coordination with the American Red Cross and coordinate efforts to establish "Safe & Well" information.
- ☐ Maintain communications between the shelter(s) and the EOC and designate an EOC representative to report on behalf of the shelter operations.
- ☐ Work with the Health Officer to ensure the safety of food provided at the shelter according to state laws and protocols; ARC will not accept food that is not prepared by a licensed kitchen.
- ☐ Identify security requirements and notify Law Enforcement per *ESF #13, Public Safety & Law Enforcement*.
- ☐ Coordinate with *ESF #8, Health & Medical*, for the treatment of ill and or injured patients at the shelter and to arrange transportation as needed.
- ☐ Identify fire protection issues and notify the Fire Department per *ESF #4, Firefighting*.
- ☐ Coordinate with *ESF #7, Resource Support* and *ESF #15, Volunteer & Donations Management* to obtain necessary resources for shelter evacuees.

PUBLIC INFORMATION OFFICER ((PIO) AS DESIGNATED BY THE EMD)

LEAD FOR ESF #15; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- ☐ Maintain an accurate roster of media contacts to provide to the EMD for inclusion in the Resource Inventory List in this EOP.
- ☐ Develop a plan of action that will determine the location, staging and resource requirements that will be needed to successfully communicate with the media and the public.
- ☐ Develop pre-scripted messages for the most likely occurring hazards.
- ☐ Identify a location for a media center.

EMERGENCY RESPONSE

- ☐ Serve as the sole and official voice of the Town for the release of information to the general public and the media as coordinated, reviewed and approved by the EMD.
- ☐ Gather information from all sources on the emergency or disaster situation and release information in a timely manner to the news media upon approval of the EMD.
- ☐ Prepare news releases for review by the EMD.
- ☐ Authenticate sources of information and verify accuracy before issuing news releases.
- ☐ Arrange regular media briefings for review of pertinent information with approval from the EMD.

- ☐ Report to the EOC and work closely with the EMD in order to ensure the accuracy of information per *ESF #5, Emergency Management.*
- ☐ Monitor media coverage of the emergency situation for accuracy and issue corrections as necessary; include social media and internet sites.
- ☐ Open Public Information Centers (PIC) in strategic locations for inquiries by citizens if necessary.
- ☐ Establish and staff phone line(s) to provide accurate and timely information to the public.
- ☐ Coordinate with PIOs from other jurisdictions in the preparation and issuing of joint news releases.
- ☐ Work with local media to provide emergency warning, information and instructions, upon approval by the EMD.

STEWART'S AMBULANCE

SUPPORT FOR ESF #4, 5, 7, 8, 9 & 10

PRE-DISASTER

- ☐ Maintain medical supplies and equipment that will be needed at the time of an emergency in good working condition.

EMERGENCY RESPONSE

- ☐ Perform all administrative and operational functions of EMS.
- ☐ Provide medical assistance and personnel as needed and in coordination with *ESF #8, Heath & Medical,* based on availability.
- ☐ Assist with the transportation of non-ambulatory patients needing relocation.
- ☐ Assess level of victim injury or illness and recommend the appropriate medical facility for care.
- ☐ Coordinate with other area hospitals if as necessary to receive patients.
- ☐ Monitor the safety and health of emergency responders.
- ☐ Ensure the triage, treatment and transport of victims is in accordance with established protocols.
- ☐ Assure that the functional needs population is being addressed.
- ☐ Establish first aid stations, as necessary.

WOLFEBORO CENTRAL DISPATCH

SUPPORT FOR ESF #1, 2, 3, 4, 5, 7, 9, 10, 13 & 15

PRE-DISASTER

- ☐ Provide emergency operations training to communications staff.
- ☐ Research alternate means of communications.
- ☐ Work with the MIS Director to ensure the proper operation of technology at all times.

EMERGENCY RESPONSE

- ☐ Coordinate the emergency communications system.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Receive alerts & notifications from various services.

- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Provide backup communications for the Town, i.e., mobile communications capabilities.
- ☐ Provide and receive information from WebEOC, the National Weather Service (NWS) and or State Emergency officials via the NAWAS and other systems and notify the appropriate officials.
- ☐ Prevent unnecessary communications in the event of an emergency.
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

AMERICAN RED CROSS

SUPPORT FOR ESF #5, 6, 7, 8 & 14

PRE-DISASTER

- ☐ Assure emergency blood bank supplies at area hospitals.
- ☐ Provide mass care and shelter training.
- ☐ Work with the Shelter Coordinator and EMD to prepare a Shelter Plan.
- ☐ Assist in the training of individual citizens through first aid and CPR classes.

EMERGENCY RESPONSE

- ☐ Provide individual and family assistance consisting of the provision of emergency food, clothing, shelter and health and mental health services.
- ☐ Work with shelter personnel to establish a data base for the Safe & Well Program.
- ☐ Assist the Town with guidance in support of managing emergency shelter operations.

CARROLL COUNTY COALITION FOR PUBLIC HEALTH (C3PH)

SUPPORT FOR ESF #5, 6, 7 & 8

PRE-DISASTER

- ☐ Coordinate with the Town on pandemic planning.
- ☐ Offer continued trainings regarding the Carroll County Coalition for Public Health Emergency Preparedness Annex and other health related issues.

EMERGENCY RESPONSE

- ☐ Serve as the liaison for health and medical issues with the Health Officer.
- ☐ Team up regular trained volunteers with spontaneous volunteers to eliminate extra training.
- ☐ Support the American Red Cross and EMS on health and medical issues, as requested.
- ☐ Request activation of the Medical Reserve Corp (MRC) teams.
- ☐ Activate the Multi-Agency Coordination Entity (MACE) if needed.

HUGGINS HOSPITAL

SUPPORT FOR ESF #5, 7 & 8

PRE-DISASTER

- ☐ Prepare and practice the hospital Emergency Operations Plan.
- ☐ Work with the Carroll County Coalition for Public Health to prepare and maintain the Public Health Emergency Preparedness Annex.

EMERGENCY RESPONSE

- ☐ Provide expert medical care.
- ☐ Coordinate with the Town on Mass Casualty Incidents.
- ☐ Coordinate with the Town's EOC, as necessary.
- ☐ Provide medical support for an Alternative Care Site (ACS) and the Health Officer, as necessary.

CHAPTER 6 – EMERGENCY SUPPORT FUNCTIONS

Table of Contents

ESF MATRIX 59
ESF #1: TRANSPORTATION 61
ESF #2: COMMUNICATIONS & ALERTING 69
ESF #3: PUBLIC WORKS & ENGINEERING 75
ESF #4: FIREFIGHTING 83
ESF #5: EMERGENCY MANAGEMENT 89
ESF #6: MASS CARE, HOUSING & HUMAN SERVICES 97
ESF #7: RESOURCE SUPPORT 107
ESF #8: HEALTH & MEDICAL 113
ESF #9: SEARCH & RESCUE 121
ESF #10: HAZARDOUS MATERIALS 127
ESF #11: AGRICULTURE, NATURAL & CULTURAL RESOURCES 133
ESF #12: ENERGY 141
ESF #13: PUBLIC SAFETY & LAW ENFORCEMENT 149
ESF #14: VOLUNTEER & DONATIONS MANAGEMENT 155
ESF #15: PUBLIC INFORMATION 161

PAGE INTENTIONALLY LEFT BLANK

ESF MATRIX

ESF MATRIX - Wolfeboro, NH L = Lead Agency CL = Co-Lead Agencies S = Support Agency		Town Manager & Board of Selectmen	Emergency Management Director	Deputy Emergency Management Director	Public Works Department	Law Enforcement	Fire Department/EMS	Electric Department	Health Officer	Parks & Recreation Department	School District Liaison	Water & Sewer Department	Transportation Coordinator (as designated by the EMD)	Shelter Coordinator (as designated by the EMD)	Public Information Officer (PIO) (as designated by the EMD)	Stewart's Ambulance	Wolfeboro Central Dispatch	American Red Cross	Carroll County Coalition for Public Health	Huggins Hospital
ESF1	Transportation		S		S	S	S				S		L				S			
ESF2	Communications & Alerting		L	S	S	S	S	S									S			
ESF3	Public Works & Engineering	S	S		L	S	S										S			
ESF4	Firefighting		S		S	S	L					S				S	S			
ESF5	Emergency Management	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF6	Mass Care, Housing & Human Services		S		S	S	S	S	S		S			L				S	S	
ESF7	Resource Support	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF8	Health & Medical		S		S	S	CL		CL							S		S	S	S
ESF9	Search & Rescue		S		S	S	L									S	S			
ESF10	Hazardous Materials		S		S	S	L		S							S	S			
ESF11	Agriculture, Natural & Cultural Resources		L	S	S	S	S		S											
ESF12	Energy		CL	S	S	S	S	CL												
ESF13	Public Safety & Law Enforcement		S		S	L	S										S			
ESF14	Volunteer & Donations Management	S	S		S	S			S	L	S							S		
ESF15	Public Information		S		S	S	S	S	S						L		S			

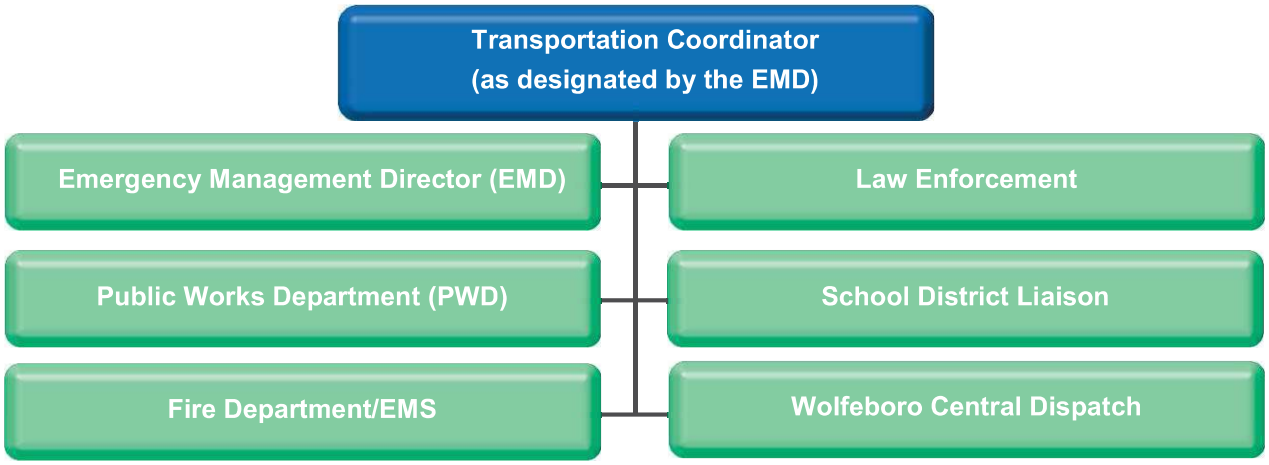
PAGE INTENTIONALLY LEFT BLANK

ESF #1: TRANSPORTATION

General Description and Agencies

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

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

SCOPE

This ESF provides for local transportation support including:

- Managing and coordinating transportation activities to support the effort of local agencies.
- Establishing priorities and/or allocating of transportation resources, processing of all transportation requests, managing air and marine traffic.
- Coordinating related emergency management activities with neighboring towns and state agencies.

- Processing and overall coordination of requests for local transportation support.
- Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.
- Monitoring the accessibility of transportation capacity and congestion in the transportation system and implementing management controls, as required.
- Assisting in the design and implementation of alternate transportation services, such as mass transit systems, to temporarily replace system capacity lost to disaster damage.
- Coordinating the clearing and restoration of the transportation resources.
- Documenting transportation needs and reporting to the State EOC, if applicable.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

Areas in Wolfeboro that might require evacuation would include:

Local areas to evacuate:

- Taylor Homes Assisted Living
- Christian Ridge Assisted Living
- The Ledges Assisted Living
- Sugar Hill Nursing Home
- Backbay Rehab
- Genesis Nursing Home
- The Camp School (summer camp)
- Wolfeboro Campground
- Robie's RV
- Wiley Brook Campground
- Camp Bernadette
- Camp Birchmont
- Places of Assembly (churches, etc.)
- Annual Town Events (Street Fair, etc.)
- Main Street, particularly during summer
- Abenaki Ski Hill / Pop Whalen Ice Arena
- Hidden Valley Development
- Brewster Academy
- Wolfeboro Area Children's' Center
- Huggins Hospital
- Kingswood Youth Center
- Carpenter Elementary School
- Crescent Lake Elementary School
- Kingswood Middle and High School

General areas to evacuate:

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

The major evacuation routes for Wolfeboro are designated as:

Wolfeboro Primary Evacuation Routes	Wolfeboro Secondary Evacuation Routes
• NH Route 28 • NH Route 109 • NH Route 109A	• Beach Pond Road • Pork Hill Road • Middleton Road

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

PLANNING ASSUMPTIONS

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

1) *Some will follow the recommendations of federal, state and/or local officials and relocate to pre-designated host areas by pre-selected routes*

2) *Some will evacuate spontaneously to hosting facilities of their own choice and,*

3) *Despite recommendations to do so, some will not evacuate and will remain in place.*

In addition, the following assumptions can be made:

- Most localized systems and activities will be hampered by damaged transportation infrastructure and disrupted communications systems. There may be a shortage of fuel.

- The non-ambulatory residents living in the Town may require evacuation assistance.

- Most residents will evacuate by private vehicle.

- Evacuation of livestock and household pets may be required and will be coordinated with *ESF #6, Mass Care, Housing & Human Services* and *ESF #11, Agriculture, Natural & Cultural Resources.* This effort may require specialized transportation assets.

- Evacuation routes will be made passable and able to handle the traffic created by an evacuation.

- In a disaster, emergency responders may require the use of local vehicles, equipment and other assistance for moving heavy equipment, supplies, or people. Utilization of available transportation for local emergency operations will be given first priority.

- Town-owned vehicles (not otherwise involved in the emergency) will be available for use.

- Buses, trucks and other transportation resources are potentially available from Governor Wentworth School District, Tri-County Cap, Brewster Academy, Wolfeboro Children's' Center, Kingswood Youth Center and other local agencies that have access to mass transportation assets and/or trucks. (see Resource Inventory in Chapter 8)

- Transportation staging areas (i.e., pick-up, drop-off points) will be established as needed.

- Public information regarding evacuation will be provided via *ESF #15, Public Information*.

- In a major emergency, the relaxation of certain restrictions (i.e. weight restrictions on bridges and steep roads) may be necessary to allow response and relief equipment into affected areas.

CONCEPT OF OPERATIONS

GENERAL

In accordance with the Wolfeboro Emergency Operations Plan and this ESF, the Transportation Coordinator is responsible for coordinating transportation activities. Support agencies will be coordinated by the Transportation Coordinator.

Requests for assistance will be forwarded to the Wolfeboro EOC. It is important that the Public Works Department maintains close coordination with the local EOC, in order to support the Transportation Coordinator.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Transportation Coordinator will activate ESF Support Agencies as needed. Components of the organization for *ESF #1* may include Evacuation, Staging, Reception and Sheltering Areas, and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

☐ The EMD will provide public outreach and education to increase awareness and preparedness of evacuation procedures.

PREPAREDNESS PHASE

☐ The EMD will pre-identify a Transportation Coordinator who will be available to assist at the time of an emergency.

☐ The EMD, along with the Transportation Coordinator, if pre-designated, will establish mutual aid agreements with state and private companies that may be called upon at the time of an emergency.

☐ The EMD, along with the Transportation Coordinator, if pre-designated, will develop and maintain lists of public and private transportation resources such as:

- Buses, vans and other passenger vehicles
- Handicap accessible vehicles
- Box trucks, tractor trailer and flatbed trucks
- Refrigerated trucks
- Dump trucks
- Trailers
- Snowmobiles, ATVs, Boats and other off-road vehicles

RESPONSE PHASE

☐ The Transportation Coordinator will coordinate transportation activities from the EOC as the Lead Agency for *ESF #1*.

☐ The Transportation Coordinator will coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to an impacted area (i.e. building temporary roads into an affected area).

☐ The Public Works Department, the Fire Department and Law Enforcement will conduct an immediate survey of streets to determine traffic capabilities, available roads and necessary route closures.

☐ If transportation requests exceed the capabilities of the Town, the EMD will contact area towns, NH Public Works Mutual Aid, NH DOT-Division 3, Homeland Security & Emergency Management (HSEM) and other mutual aid systems for assistance.

RECOVERY PHASE

☐ The Transportation Coordinator will assist, coordinate and facilitate the transportation needs required to return evacuees to affected areas.

☐ Demobilization would occur when:

- All transportation needs have been met
- A detailed cost accounting has been documented
- The operational elements at the EOC have been terminated.

MITIGATION PHASE

- ☐ Post-demobilization, the Transportation Coordinator and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Transportation Coordinator and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

TRANSPORTATION COORDINATOR (AS DESIGNATED BY THE EMD)

- ☐ Coordinate the emergency transport of materials, personnel and equipment.
- ☐ Coordinate overall direction of the evacuation procedures.
- ☐ Determine the approximate numbers of people involved.
- ☐ Assess transportation needs and coordinate with public and private entities to secure resources.
- ☐ Provide for tracking of people transported.
- ☐ Identify and assist those functional needs persons needing assistance to relocate.
- ☐ Disseminate information and instructions to the public through *ESF #15, Public Information* and a designated Public Information Officer (PIO) including recommended evacuation routes, road and weather conditions, what residents should bring with them and available public transportation.
- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
    - Status of roads, bridges, critical facilities and evacuation routes
    - Road closures and traffic control points
    - Designation of staging areas
    - Major *ESF #1* issues, activities and unmet needs

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Coordinate with Marine Patrol if necessary for the evacuation of limited access areas and the islands.
- ☐ Activate *ESF #6, Mass Care, Housing & Human Services* to begin sheltering procedures if needed.
- ☐ Instruct the EOC, Support Agencies and operational staff to implement evacuation procedures.
- ☐ Notify State Emergency Management and request state and/or federal assistance.

LAW ENFORCEMENT

- ☐ In coordination with the Public Works Department, determine usable routes for evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- ☐ Assist those functional needs persons needing assistance to relocate.
- ☐ Assist with the coordination of emergency transportation and evacuation routes.
- ☐ Establish and maintain control points to maximize traffic flow on evacuation and supply routes.
- ☐ Organize patrols to provide security in the evacuated area.
- ☐ Assign personnel to monitor and control traffic in staging areas such as parking areas, pick-up and drop-off points and location of essential equipment.
- ☐ Arrange for the removal of disabled vehicles blocking evacuation and transportation routes.

FIRE DEPARTMENT/EMS

- ☐ In coordination with the Public Works Department, determine usable routes for evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- ☐ Provide personnel to assist Law Enforcement in maintaining traffic control points.
- ☐ Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- ☐ Assign personnel, in accordance with Law Enforcement, to monitor and control traffic in staging areas such as parking areas, pick-up/drop-off points and location of essential equipment.
- ☐ Assist those functional needs persons needing assistance to relocate.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Request medical transportation as needed.
- ☐ Assist in the transport of non-ambulatory persons from the area of evacuation.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Assess the level of damage to the Town's transportation infrastructure and report to the EOC.
- ☐ Prioritize and/or allocate resources to maintain and restore transportation infrastructure.
- ☐ Provide barricades, cones and/or other devices to the traffic control points designated by Law Enforcement for road closures and evacuation routes.
- ☐ Recommend priorities for restoration of local streets and roads.
- ☐ Arrange for emergency fuel resources through *ESF #12, Energy*, if needed.
- ☐ In coordination with Law Enforcement & the Fire Department, determine usable routes for both evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- ☐ Identify staging areas and stage equipment and personnel in areas that are known to have been affected in the past and have required large-scale evacuation.
- ☐ Assist in manning traffic control points designated by Law Enforcement.
- ☐ Repair damaged evacuation routes and remove debris and obstructions.
- ☐ Clear parking areas at the shelters, if necessary.
- ☐ Request assistance from local contractors for personnel and equipment, if necessary.
- ☐ Document all transportation expenses incurred under emergency conditions.

WOLFEBORO CENTRAL DISPATCH

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

SCHOOL DISTRICT LIAISON

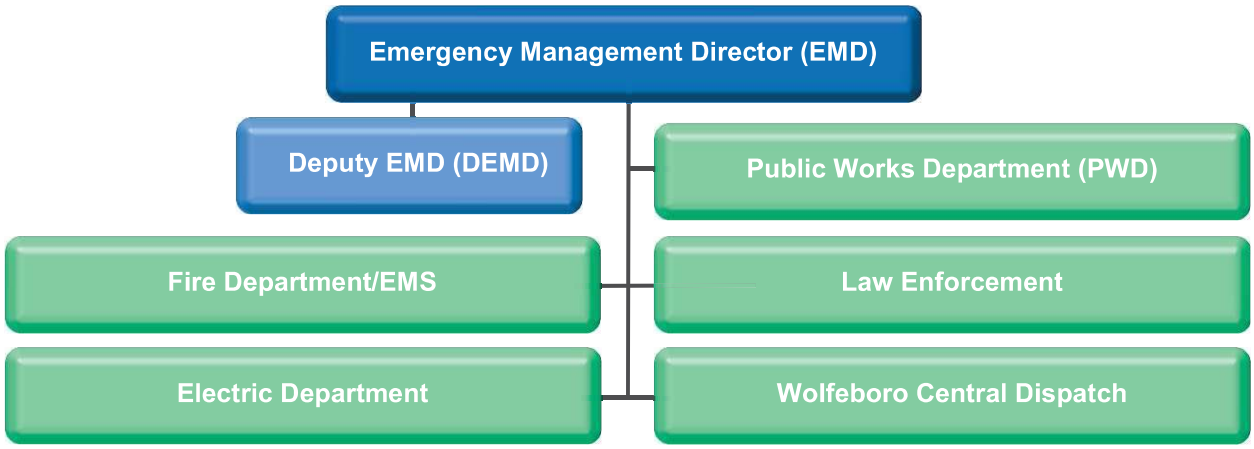
- ☐ Maintain control over schools and advise the staff of planned actions, early closings, sheltering or evacuation in concert with established and maintained plans.
- ☐ Coordinate with the EMD to prepare the school for use as an emergency transportation pick-up point or shelter.
- ☐ Coordinate with the EMD to provide for tracking of people transported.
- ☐ Provide a representative at the EOC for school issues.

ESF #2: COMMUNICATIONS & ALERTING

General Description and Agencies

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

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

SCOPE

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

Situation and Planning Assumptions

Wolfeboro Central Dispatch, the Fire Department, the Police Department, Electric Department and the Public Works Department currently utilize radio networks for conducting day-to-day operations. Some of these departments have base stations and mobiles for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

The Town maintains radio communications with the NH State Police, the Carroll County Sheriff's Department, NH Fish & Game, USFS, Marine Patrol, NH Forests and Lands and other surrounding Police and Fire Departments.

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.

Emergency alerts may be received from private citizens, local or state police, another community, county sheriff's office, fire mutual aid dispatch centers, the National Weather Service and/or Homeland Security & Emergency Management. Local warnings are usually telephoned to 911, received by the E 911 Call Center and passed on to Wolfeboro Central Dispatch for dispatching to the appropriate departments. Upon receipt of information regarding an emergency situation, the Fire Department and/or Police Department will then request Wolfeboro Central Dispatch to notify the Emergency Management Director and other responding departments as needed. The Fire and Police Departments could also contact the EMD directly if the situation warrants.

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

PLANNING ASSUMPTIONS

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

CONCEPT OF OPERATIONS

GENERAL

ESF #2 manages and coordinates communications and alerting activities during existing or potential emergency conditions, using established communication organizations, processes and procedures. Primary responsibility for the assessment and determination of communication requirements will rest with the Lead Agency and with the appropriate Support Agencies.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for *ESF #2* may include the Wolfeboro Central Dispatch Center and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Ensure the availability of appropriate communications equipment for all emergency responders.
- ☐ Develop a redundant communications system that can be utilized in the event of a complete communications failure.
- ☐ Periodically review SOPs/SOGs and update according to new equipment and community needs.

PREPAREDNESS PHASE

- ☐ Periodically test, maintain and have ready all communications equipment in working order.
- ☐ Prepare a list of additional communications systems and/or equipment that can be utilized should available equipment becomes inoperable at the time of an emergency.
- ☐ Keep an up-to-date list of contact information for all emergency responders, tech advisors and agencies that may be needed at the time of an emergency (see EOC Alert List in *ESF #5, Emergency Management*).
- ☐ Ensure the availability of replacement parts, batteries, etc. that may be needed to continue emergency communications at the time of an emergency.

RESPONSE PHASE

- ☐ Upon notification of an emergency alert, the Lead Agency will establish communication links with the following if necessary:

  - Support Agencies for this ESF
  - Local hospitals
  - American Red Cross & C3PH
  - Local Amateur Radio Operators
  - State EOC & WebEOC
  - Police, Public Works & Fire Mutual Aid Systems
  - Surrounding Community EOCs
  - Emergency Response Personnel
  - Local Schools

- ☐ Take charge of EOC operations and fill operational staff positions as necessary.
- ☐ Determine which, if any, other officials and staff should be notified or requested.
- ☐ Consider seeking the Chairman of the Board of Selectmen authorization to declare a local state of emergency, if necessary.

RECOVERY PHASE

- ☐ Based on the emergency situation, the Lead Agency in concurrence with the Support Agencies will direct recovery actions and notifications.
- ☐ Full demobilization would occur at the termination of the operational elements at the local 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.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Organize and control emergency communications.
- ☐ Communicate with local emergency medical facilities to ensure readiness as needed.
- ☐ Coordinate with Wolfeboro Central Dispatch and/or other agencies to limit any unnecessary use of communication resources that are not related to the protection of life or property.
- ☐ Research and obtain additional communication resources, if needed.
- ☐ Coordinate emergency alerting to the public with Wolfeboro Central Dispatch and other town-wide notification systems.
- ☐ Coordinate with Homeland Security & Emergency Management for additional communications support as needed through WebEOC and other communication channels as available.
- ☐ Open communication lines with the regional office of the American Red Cross for future assistance as needed.
- ☐ Open communication lines with Carroll County Coalition for Public Health for future assistance if needed.
- ☐ Open communication lines with local ham radio operators if needed.
- ☐ Coordinate with area EOC's for additional communications support as needed.

SUPPORT AGENCIES

DEPUTY EMD (DEMD)

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

LAW ENFORCEMENT

- ☐ Receive emergency situation notification from the Wolfeboro Central Dispatch.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Upon notification of an emergency alert, make required notification per Law Enforcement SOPs.
- ☐ Activate the Police mutual aid notifications as needed.
- ☐ Provide communication equipment for first responders, as needed.

FIRE DEPARTMENT/EMS

- ☐ Receive notification from Wolfeboro Central Dispatch.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Upon notification of an emergency the Fire Department shall make required notification per Fire Department SOGs.
- ☐ Participate in emergency communications training.
- ☐ Provide communication equipment for first responders, as needed.

ELECTRIC DEPARTMENT

- ☐ Receive notification from Wolfeboro Central Dispatch or other Town officials.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Participate in emergency communications training.
- ☐ Provide communication equipment for first responders, as needed.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Receive notification from Wolfeboro Central Dispatch or other Town officials.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Participate in emergency communications training.
- ☐ Provide communication equipment for first responders, as needed.

WOLFEBORO CENTRAL DISPATCH

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

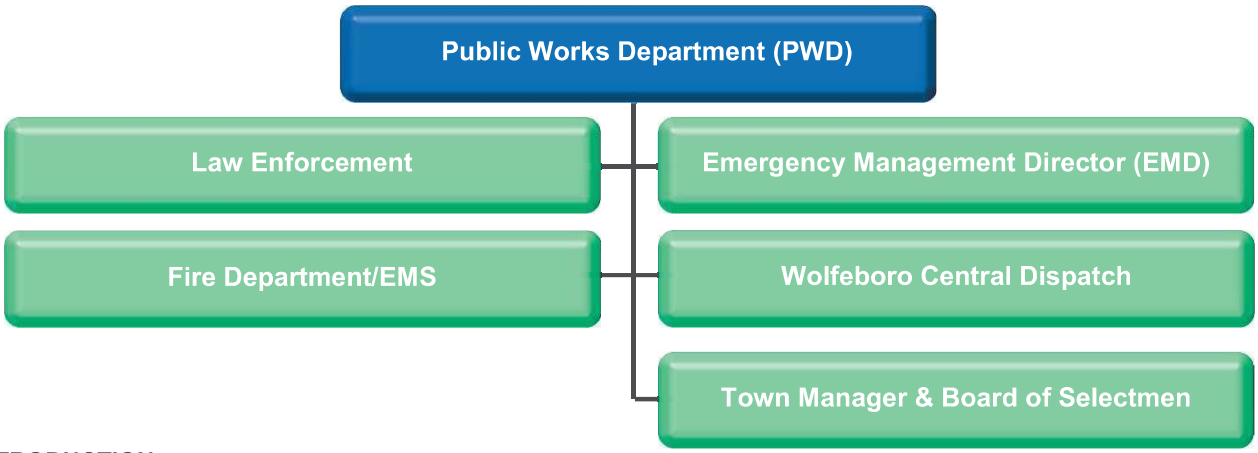
PAGE INTENTIONALLY LEFT BLANK

ESF #3: PUBLIC WORKS & ENGINEERING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of *ESF #3* is to provide for and to implement procedures and policies in coordinating all engineering resources and expertise in surveying and assessing damage and initiating emergency repair of public highways, right-of-ways, bridges, public buildings and critical facilities; emergency ice, snow and debris removal.

SCOPE

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

- Emergency clearing of debris to allow emergency personnel and equipment the ability to perform lifesaving and life protecting activities.
- Providing technical advice and evaluations, engineering services, construction management and inspection and emergency contracting.
- Temporary construction of emergency access routes necessary for passage of emergency response personnel.
- Assist in the emergency restoration of critical public utility services, including electric, telephone, gas, supply of potable water and provisions of water for firefighting.

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

- Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system and implementing management controls, as required.

- Coordinating the clearing and restoration of the transportation resources.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

A significant disaster in Wolfeboro may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged and/or partially or totally inoperable.

Equipment at Public Works Department Garage includes an assortment of heavy equipment including dump trucks (of varying size), three 1-ton trucks, an excavator, a backhoe, a chipper, three loaders, a grader and an assortment of other miscellaneous equipment. The Public Works Garage also stores gas and diesel for town vehicles and has a portable generator to run the pumps in the time of a power outage. The Department's mission is to support the citizens of Wolfeboro through the safe operation, proper maintenance and future development of highway, supporting infrastructure and utilities in a manner that is cost conscience without sacrificing quality.

Wolfeboro is a member of NH Public Works Mutual Aid. Wolfeboro's Public Works Department may have to rely on outside engineering services at the time of an emergency.

PLANNING ASSUMPTIONS

Sufficient resources may not be available in Wolfeboro to meet public works and engineering needs at the time of an emergency; neighboring jurisdictions, state and federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient and effective response and recovery from the event. The Public Works Department will organize and carry out debris clearance in the aftermath of an emergency, but may require external assistance in debris removal when debris includes hazardous materials or situations beyond the capability of manpower and equipment.

Additional planning assumptions are as follows:

- Debris removal and emergency road repairs will be given priority in order to support immediate lifesaving emergency response activities.

- The Public Works Department may have to seek private resources for repairs or rebuilding of transportation assets.

- Privately owned buildings serving the public may be declared unsafe by the Fire Department and Code Enforcement, but detailed structural inspections and repairs will be the responsibility of the building owner.

- Re-inspection of previously assessed structures and damages may be required by more qualified individuals.

- The Public Works Department is responsible for maintaining the viability of town-owned roads and bridges. The Public Works Department may also be called upon to clear private roads if necessary.

- The State of NH DOT is responsible for maintaining state-owned roads and bridges.

- The Town will assist in the maintenance of state-owned roads and bridges where possible during an emergency.

- Emergency environmental waivers and legal clearances may be needed for disposal of materials.

- Citizens will assist in removing debris from the immediate area of their homes and businesses, but will generally need government assistance in hauling it away for disposal.

- Citizens are often willing to help their neighbors in removing debris.

CONCEPT OF OPERATIONS

GENERAL

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Public Works Department will activate Support Agencies; the EMD will activate other ESFs as needed. Components of the organization for *ESF #3* may include Staging Areas and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Maintain all drainage systems / structures.
- ☐ Maintain road and culvert repair program.
- ☐ Work with the Planning Board to ensure points of access and roads specifications are met for all new roads.
- ☐ Inspect and maintain all town-owned bridges and dams.

PREPAREDNESS PHASE

- ☐ Pre-identify temporary landfill sites.
- ☐ Pre-identify sites for hazardous waste, such as the Lakes Region Household Hazardous Product Facility.
- ☐ Adopt procedures to ensure fueling capabilities during an electrical outage.
- ☐ Periodically test, maintain and have ready all communications equipment in working order.
- ☐ Maintain an inventory of public and private equipment that can be used at the time of an emergency.
- ☐ Establish a damage assessment team and descriptive criteria for damage assessment of drainage systems, bridges and roadways.
- ☐ Maintain a supply of barricades, signs and temporary fencing for emergency use.
- ☐ Maintain inventory of all public utilities, bridges and roadway conditions.
- ☐ Maintain public works mutual aid agreements.
- ☐ Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

- ☐ Upon determination of an impending or actual incident requiring public works and engineering capabilities, the EMD will request agency representatives to implement *ESF #3*.
- ☐ The Public Works Department will compile and evaluate damage assessments from other town departments and staff and establish communications with field units and/or facilities.
- ☐ The Public Works Department will coordinate additional engineering and construction resources as needed and provide support and personnel in response to disasters, including terrorist incidents/attacks.

RECOVERY PHASE

- ☐ Based on the emergency situation, the EMD in concurrence with the Public Works Department will direct recovery actions and notifications.
- ☐ Recovery operations will include but not be limited to:

    - Documentation of disaster and restoration costs for possible federal reimbursement
    - The support of community cleanup efforts
    - The restoration of essential public services
    - A post-incident review including a damage assessment report with assistance from federal, state and local officials if warranted.

- ☐ Full demobilization would occur at the termination of the operations elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the Public Works Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Public Works Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Mobilize needs for resources, manpower and equipment.
- ☐ Assist in transportation and traffic control requirements.
- ☐ Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- ☐ Provide temporary construction of emergency access routes necessary for passage of emergency response personnel; construction of fire breaks, as requested.
- ☐ Assist in the restoration of critical utility services and telephone, as available.
- ☐ Provide staff and equipment as available to assist other departments.
- ☐ Manage the disposal of debris from private and public property.
- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD.
    - Status of debris removal activities.
    - Status of: critical infrastructure, emergency access routes, local roads, NH DOT Roads and public utility restoration.
    - Unmet needs, expended resources and any surpluses.

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Provide operational support at the EOC to assist in the implementation of *ESF #3*.
- ☐ Coordinate with Homeland Security & Emergency Management for additional public works equipment.

LAW ENFORCEMENT

- ☐ Provide personnel and equipment to assist, as needed and as available.
- ☐ Provide security in affected areas if needed.
- ☐ Coordinate traffic control activities.
- ☐ Coordinate with the Public Works Department and other departments to assess the situation.

Town Manager & Board of Selectmen

- ☐ Provide personnel and equipment to assist, as needed and as available.
- ☐ Assist with documentation, organization and damage assessment.
- ☐ Provide financial guidance and funding as needed to support the emergency.
- ☐ Coordinate with the Public Works Department and other departments to assess the situation.

Fire Department/EMS

- ☐ In coordination with Law Enforcement and Code Enforcement, assist residents with re-entry and removal of personal items from affected structures.
- ☐ Assist with extrication from motor vehicles or buildings as needed.
- ☐ Establish a perimeter around damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- ☐ Provide personnel and equipment assist, as needed and as available.
- ☐ Stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety, per recommendation from authorized state or local agencies and per state RSAs.

Wolfeboro Central Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

EQUIPMENT INVENTORY LIST – ESF #3, PUBLIC WORKS & ENGINEERING

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Dump Trucks					
HD 2	6 Wheel Dump truck (International 7400)	7 Yards	Public Works	Diesel	48.9
HD 4	6 Wheel Dump truck (International 7400)	7 Yards	Public Works	Diesel	48.9
HD7	6 Wheel Dump truck (International 7400)	7 Yards	Public Works	Diesel	48.9
HD3	10 Wheel Dump truck (Mack)	14 Yards	Public Works	Diesel	48.9
HD6	10 Wheel Dump truck (International 7600)	14 Yards	Public Works	Diesel	48.9
HD 9	International Terrastar Dump truck	5 yards	Public Works	Diesel	48.9
HD10	GMC 5500 Dump truck	5 Yards	Public Works	Diesel	48.9
HD 11	International Terrastar Dump-Truck	5 Yards	Public Works	Diesel	48.9
WS5	Medium Dump Truck (Ford F550SD)	4 Yards	Public Works	Diesel	48.9
SW1	Medium Dump Truck (Ford F550SD)	4 Yards	Public Works	Diesel	48.9
Heavy Equipment					
HD13	Wheeled Loader (Volvo) (Dirt Bucket)	4 Yards	Public Works	Diesel	47.77
	Snow Bucket	6 Yards	Public Works		
HD 19	Wheeled Loader (Dresser)	1.5 Yards	Public Works	Diesel	47.77
HD8	Wheeled Loader (Case) (Dirt Bucket)	2 Yards	Public Works	Diesel	47.77
	Snow Bucket	3 Yards	Public Works		
HD 16	Wheeled Tractor Loader (New Holland)	1 Yard	Public Works	Diesel	
SW-4	Unloader (Case)		Public Works	Diesel	
SW3	Back hoe (John Deere 310)	1 Yard	Public Works	Diesel	47.77
WS6	Back hoe (John Deere 310)	1 Yard	Public Works	Diesel	47.77
HD15	Excavator (Volvo ECR145EL)		Public Works	Diesel	264.5
	Clean up/Trench/Digging buckets		Public Works		
HD5	Road Grader (Gallon 850-B)	14' blade	Public Works	Diesel	67.5
HD-28	Hot Top Roller (Rosco)		Public Works	Diesel	31.7
HD21	Chipper (Morbk Chipper) Tow Behind	12"	Public Works	Diesel	24.31
HD27	Vacuum (Leaf Vac.) Tow Behind		Public Works	Diesel	9.6
HD24	Broom (Tow Behind)		Public Works		6.2
HD14	Sidewalk Sweeper (Trackless MT5T)		Public Works		
HD17	Sidewalk Machine (Trackless MT5T)		Public Works	Diesel	
SW-5	Skid Steer Machine (Bobcat)		Public Works	Diesel	
PW8	Snow Groomer (Bombardier)		Parks & Rec.	Diesel	

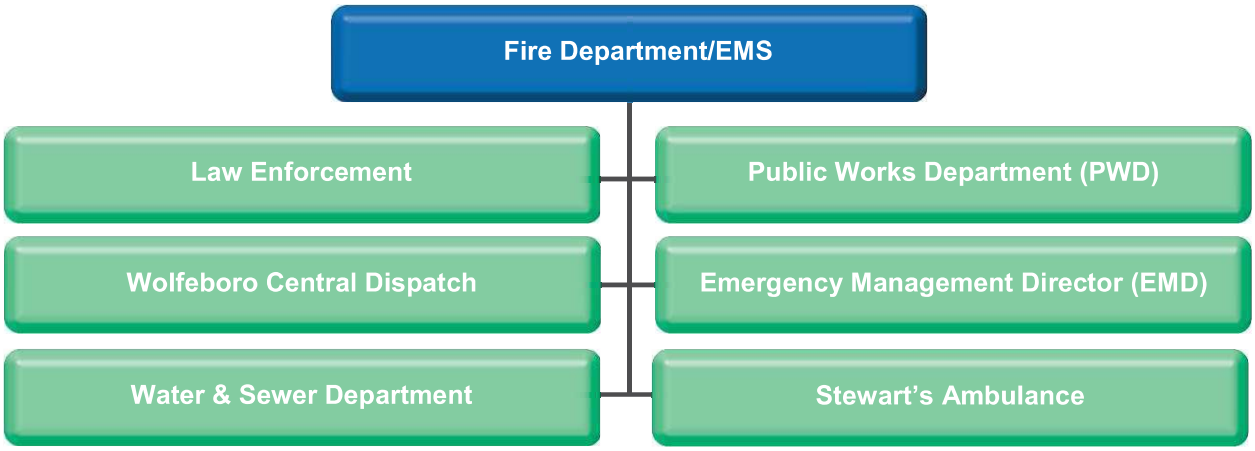
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Pick-Up Type Vehicles					
HD1	Chevrolet 3500 Pick-up		Public Works	Diesel	17.65
PR2	Ford F350 Pick-up		Public Works	Diesel	17.65
HD12	Chevrolet 2500 Pick-up		Public Works	Gas	13.4
WS4	Chevrolet 2500 Pick-up		Public Works	Gas	13.4
PW1	Dodge Ram 2500 Utility Truck		Public Works	Gas	38.65
HD 18	Dodge Ram 1500 Pick-up		Public Works	Gas	12.3
SW7	Chevrolet 1500 Pick-up		Public Works	Gas	12.3
WS1	Chevrolet 1500 Pick-up		Public Works	Gas	12.3
WS2	Chevrolet 1500 Pick-up		Public Works	Gas	12.3
WS3	Chevrolet 1500 Pick-up		Public Works	Gas	12.3
PR3	Ford F150 Pick-up		Parks & Rec.	Gas	12.3
WS7	Chevrolet Colorado Pick-up		Public Works	Gas	12.3
PRM-3	Dodge Caravan		Parks & Rec.	Gas	12.3
Trailers					
HD25	Trailer Flatbed (Felling)	20 Ton	Public Works		
HD22	Utility trailer (Homemade)		Public Works		
HD23	Utility trailer (Homemade)		Public Works		
HD26	Utility trailer (Homemade)		Public Works		
HD29	Utility trailer (Big Tex)		Public Works		
WS10	Utility trailer (Star)		Public Works		
WS12	Utility trailer (Carry)		Public Works		
WS13	Utility trailer (Carry)		Public Works		
SW8	Utility trailer (Reiser)		Public Works		
PR4	Utility trailer (Inter Trailer)		Public Works		
PR5	Utility trailer (RWMF)		Public Works		
PR-12	Enclosed Trailer (Rock Solid)		Public Works		
Misc. Equipment					
WS9	Compressor (Lerio)		Public Works	Diesel	
WS11	Generator (Miller)		Public Works	Diesel	
WS14	Sewer Rodder (Sreco)		Public Works		
WS15	Pump (MGS Goodwin Pump)		Public Works	Gas	
PR9	Snowmobile (Skidoo Wide Track 500)		Parks & Rec.	Gas	
PR10	ATV Polaris		Parks & Rec.	Gas	

ESF #4: FIREFIGHTING

General Description and Agencies

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #4* is to provide a coordinated response of local resources for the mitigation of wildland fires, urban/rural fires, structural fires and incidents of a magnitude that require the expertise of the firefighting community resulting from a natural, human-caused or technological disaster.

SCOPE

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

Situation and Planning Assumptions

SITUATION

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

The Wolfeboro Fire Department is a municipal fire department providing quality fire services to the residents and visitors of Wolfeboro 24 hours a day, 365 days a year. The Department staffs a full-time Chief, 11 full-time firefighters, 10 on-call firefighters and operates two stations within the Community. The Wolfeboro Fire Department participates in Ossipee Valley Mutual Aid and is dispatched through Wolfeboro Central Dispatch with backup from the Carroll County Sheriff's Office.

The Wolfeboro Fire Department relies on the Ossipee Valley HazMat Team for HazMat related incidents. The Wolfeboro Fire Department is as well-equipped to perform its assigned functions as any community of comparable size.

The Wolfeboro Fire Stations are vitally important to the emergency response. The Wolfeboro Central Fire Station has a standby generator, a partial kitchen, a shower and bathroom facilities. The Wolfeboro Central Fire Station is designated as the Primary EOC for the Town. The Wolfeboro Substation located in the center of the Town on Governor Wentworth Highway offers easy access to less accessible areas of town.

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

PLANNING ASSUMPTIONS

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

Planning assumptions also include but are not limited to the following:

- Fires will occur on a regular basis.
- Fires may be generated as a result of disasters either natural or human-caused.
- A fire of unprecedented size will require more resources then the Town and local mutual aid fire departments can provide.
- In the event of a major disaster or catastrophic event, there is high probability that neighboring communities that the Town would normally rely on for assistance will also be adversely affected; these fire departments would most likely be totally committed and stretched beyond their response capabilities.
- Coordination and direction of the local efforts, including volunteers, will be required.
- Secondary events or disasters will threaten lives and property as well as firefighting personnel.
- Water delivery systems may be damaged or inoperable in affected areas.
- Off-duty firefighters in a major emergency are not obliged to leave a family crisis or their workplace to assist emergency efforts.
- Vehicle access will be hampered by occurrences such as bridge failures, damage to and debris in roadways; damaged areas will be restricted and not readily accessible except in some cases by air.

CONCEPT OF OPERATIONS

GENERAL

The Fire Department is the Lead Agency responsible for local operations to mitigate the effects of urban and wildland fire incidents in Wolfeboro.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Fire Department will notify the EMD who may activate the EOC, other ESFs and Support Agencies as needed. Components of the organization for *ESF #4* may include Staging Areas, Evacuation, Sheltering, Public Information, Law Enforcement and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Enforce all existing fire codes.
- ☐ Carry out fire safety education for the public.
- ☐ Issue burning permits, enforce outdoor burning laws and prohibit burning when hazardous conditions prevail.
- ☐ Provide Fire Department personnel training in all aspects of firefighting including fire suppression, HazMat response, search &rescue and incident command.
- ☐ Maintain running cards for the proper response to fire incidents.
- ☐ Develop and maintain mutual aid agreements with other departments.
- ☐ Review and update Standard Operating Guidelines on an annual basis.

PREPAREDNESS PHASE

- ☐ Develop and maintain emergency management plans, procedures and supplies as they relate to emergencies and disasters.
- ☐ Assist owners or operators of commercial and industrial facilities that may require a special fire protection plan.
- ☐ Maintain up-to-date information on types and quantities of hazardous materials present in the Community (Tier II reporting).
- ☐ Maintain an up-to-date list of all available firefighting resources including equipment and personnel.
- ☐ Obtain floor plans for facilities that may involve an extensive search.
- ☐ Test, inspect and maintain all firefighting apparatus and resources on a regular basis.
- ☐ Maintain a stockpile of specialized supplies.
- ☐ Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

- ☐ Begin call up of all Fire Department personnel.
- ☐ Implement SOGs and mutual aid agreements as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) in close proximity to the incident site.
- ☐ Forward pertinent information to the EMD who may request activation of the EOC and appropriate ESFs.
- ☐ The Fire Chief, or designee, will report to the EOC when requested by the Emergency Management Director and delegate the on-scene command of the department to the best qualified member.
- ☐ Upon recommendation of the Fire Department, begin emergency communications and alerting procedures per *ESF #2, Communications & Alerting*.

RECOVERY PHASE

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

- ☐ Perform decontamination functions, as described in SOGs, if necessary.
- ☐ In conjunction with Law Enforcement, assist in providing security for disaster-affected areas, if requested.
- ☐ Assist in clean-up operations.
- ☐ Perform such other functions as requested by the EMD to alleviate suffering and return the citizens of Wolfeboro to as near normal conditions as possible.
- ☐ Full demobilization would occur at the termination of incidents in the field and of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT/EMS

- ☐ Extinguish and contain all fires.
- ☐ Assist with vehicular and building extrications as necessary.
- ☐ Coordinate all fire service activities.
- ☐ Contact DNCR, who will take the lead role if the fire extends beyond the first day.
- ☐ Receive the notification of an actual or impending emergency and forward it to the Emergency Management Director per discretion of the Fire Chief.
- ☐ Disburse personnel and equipment to predetermined strategic locations.
- ☐ Assist in the evacuation of buildings and/or areas as needed.

- ☐ Provide first response, immediate medical stabilization and medical care for victims and responders.
- ☐ Request medical transportation if needed.
- ☐ Respond to HazMat accidents/incidents.
- ☐ Conduct search and rescue operations per *ESF #9, Search & Rescue*.
- ☐ Report power outages to the Electric Department.
- ☐ Begin public alerting procedures per guidelines in accordance with the EMD as outlined in *ESF #2, Communications & Alerting*.
- ☐ Begin call-up of additional department personnel and recruit additional personnel as needed.
- ☐ Conduct arson investigation if necessary in coordination with the Fire Marshal.
- ☐ In consultation with qualified personnel, assess the damage to fire equipment and facilities if needed and recommend condemnation of unsafe buildings.
- ☐ Provide personnel to other emergency services to augment their capabilities, if available.
- ☐ Collect and maintain the following *ESF #4* status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
    - Damage assessment information
    - Status of critical areas (i.e. fire station, communications and storage areas)
    - Status of firefighting activities and operational facilities (i.e., staging areas)
    - Major *ESF #4* issues; staffing and resource shortfalls, capabilities and unmet needs
    - Allocated and requested firefighting resources

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Provide operational support at the EOC to assist in the implementation of *ESF #4*.
- ☐ Coordinate with Homeland Security & Emergency Management for additional assistance if needed.

LAW ENFORCEMENT

- ☐ Coordinate traffic and crowd control.
- ☐ Coordinate emergency transportation routes.
- ☐ Assist with arson investigations in coordination with the Fire Chief & Fire Marshal.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Provide highway equipment and personnel support during large scale firefighting operations.
- ☐ Maintain transportation routes to provide access for emergency response vehicles.

WATER & SEWER DEPARTMENT

- ☐ Maintain water distribution system for the domestic water supply and firefighting purposes.
- ☐ Report interruptions to the water volume or pressure, to the EMD and the Fire Chief.

STEWART'S AMBULANCE

- ☐ Provide medical treatment as needed and available.
- ☐ Provide medical transportation for the Town of Wolfeboro.

WOLFEBORO CENTRAL DISPATCH

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

EQUIPMENT INVENTORY LIST – *ESF #4, FIREFIGHTING*

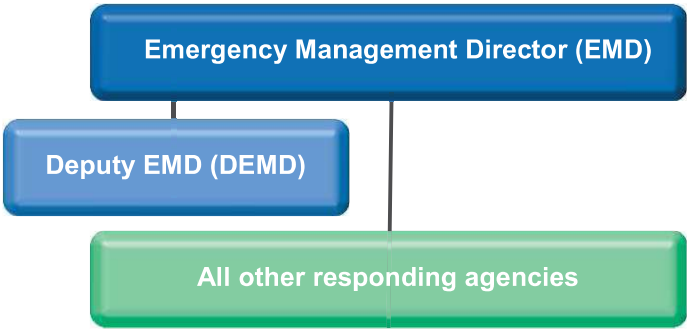
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Engine 1	HME Pumper	4 Personnel	Central Station	Diesel	78.9
Engine 2	Central States Pumper/Tanker	2 Personnel	Central Station	Diesel	78.9
Engine 3	Central States Pumper/Tanker	2 Personnel	Sub-Station	Diesel	78.9
Engine 4	HME Rescue Pumper	4 Personnel	Central Station	Diesel	78.9
Ladder 1	Central States Ladder	6 Personnel	Central Station	Diesel	100
Utility 1	Chevrolet 3500 Silverado	4 Personnel	Central Station	Gas	22.85
Car 1	Ford Expedition	4 Personnel	Central Station	Gas	19
Ranger	UTV	3 Personnel	Central Station	Gas	14
Gator	UTV	2 Personnel	Central Station	Diesel	14
Boat 1			Central Station	Gas	
Boat 2			Central Station	Gas	

ESF #5: EMERGENCY MANAGEMENT

General Description and Agencies

ESF #5 addresses the coordination of local incident management and response efforts to support local efforts. It encompasses the coordination of activities identified in the EOP; the operation of the EOC; incident action planning; situational awareness and information sharing.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #5* is to compile, analyze and coordinate the collection of data relevant to injury, death and damage assessments in disaster areas.

SCOPE

The scope is the overall coordination and collection of data activities at the local EOC in order to formulate response and recovery actions. However, decision and assignment of resources are not executed in *ESF #5*. The primary role of *ESF #5* is to serve as a clearinghouse of information for all interested parties. *ESF #5* is also responsible for establishing and maintaining a message center and coordinating initial needs and damage assessment activities. The activities are grouped among the following functions:

- **Information Processing**
  To process essential elements of information from local, state, federal and other resources and to disseminate information in order to provide for adequate response activities.

- **Reports**
  To consolidate information and document response activities and to provide essential information to local, state, federal and other sources in timely reports. *ESF #5* will develop and revise Situation Reports (SitRep) using statistical, narrative and graphic information from response and recovery operations, which provide an overall description of the situation.

- **Displays**
  To develop, maintain and display information and status in order to facilitate briefings and current activities.

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

- **Technical Services**
  To coordinate remote sensing and reconnaissance requirements; provide hazard-specific technical advice to support operational planning; and use additional Subject Matter Experts (SME) or technical specialists, as needed.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

PLANNING ASSUMPTIONS

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

Other planning assumptions are as follows:

- There will be delays in establishing full information processing capabilities.

- There will never be complete information.
  .
- During a disaster, message flow may bottleneck in the EOC due to intense levels of activity.

- Early in the event little information will be available and initial information received may be vague or inaccurate. Further uncertainty may be caused by conflicting information, misinformation and rumors.

- Communications and transportation disruptions may hamper the collection and dissemination of accurate information.

CONCEPT OF OPERATIONS

GENERAL

Typically, the activities of *ESF #5* will commence once the local EOC is activated due to an emergency situation. The following provides an overall description of the concept of operations.

In response to an incident, the following may occur:

- Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide:
    - Gross assessment of disaster impacts including the identification of the boundaries of the damaged areas and the type and severity of the damages, including the status of vital facilities
    - General assessment of the status of government operations
    - The operational status of critical facilities such as staging areas, mobilization centers, etc.

  The assessment of the incident, if warranted, will be communicated to *ESF #5* where it will be directed to the appropriate operational element needing the information.

- The various Support Agencies to *ESF #5* will gather, disseminate and transmit data to the Lead Agency. *ESF #5* will collect, summarize, analyze, display and disseminate critical elements to the operational support of the local EOC. Such elements include but are not limited to:
    - Boundaries of the disaster area
    - Social/economic/political impacts
    - Jurisdictional boundaries
    - Status of transportation systems
    - Status of communications systems

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD will activate ESF Support Agencies as needed. Components of the organization for ESF #5 may include a Unified Command, a Joint Operation Center, Public Information Centers and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Prepare and maintain maps, displays, reference materials, databases and other information sources for use during an emergency.
- ☐ Develop a system for collecting and analyzing information.
- ☐ Train team members in use of data collection and analysis systems (tabletop and/or full scale drills).
- ☐ Review and maintain the Emergency Operations Plan on an annual basis.

PREPAREDNESS PHASE

- ☐ Maintain an inventory of both public and private equipment and technology personnel that can be called upon at the time of an emergency. (Resource Inventory List, Chapter 8)
- ☐ Make provisions for the necessary resources that are required to implement ESF #5, such as:
    - Computers with appropriate software (GIS, CAD), hardware (printers, keyboards, etc.) and operators
    - Data collection and reporting forms
    - Portable battery-powered radio(s)
    - Supply of batteries and other energy essentials
    - Telephones, radios, fax machines and other communications equipment
    - Maps, US Census Data and other reference materials
- ☐ Periodically test, maintain and have ready all equipment in working order.

RESPONSE PHASE

- ☐ The initial actions include the activation of the ESF and the processing, collecting and dissemination of information.
- ☐ Maintain chronological event logs, status boards and maps.
- ☐ Set up the phones lines necessary for emergency communications and reporting.
- ☐ Upon determination of an impending or actual incident requiring the activation of *ESF #5*, the EMD will gather personnel needed to meet the needs of the EOC including, but not limited to:
    - Secretarial or skilled office help
    - "Runners" who can relay messages quickly to Support Agencies
    - A designated Public Information Officer (PIO) to prepare for and activate *ESF #15*
    - Members of the Planning Board or GIS expert to assist with mapping
- ☐ Activate and test communications equipment:
    - Local & Regional Dispatch
    - Telephones
    - Computers & Internet Connections
    - Backup generators
- ☐ Establish a check-in and check-out procedure to ensure that everyone entering the EOC signs an Attendance Log Sheet and provide a means of identification for the EOC staff so that security knows who to admit.
- ☐ Establish the need for and provide security for the EOC through *ESF #13, Public Safety & Law Enforcement.*
- ☐ Establish an effective message system that ensures a disciplined flow of incoming and outgoing messages.
- ☐ Prepare a shift schedule and provide basic food, water and medical services for the EOC staff.
- ☐ Establish and announce regularly scheduled briefings for agencies involved in the incident.
- ☐ Establish and announce regularly scheduled briefings for citizens of the Community and the media per *ESF #15, Public Information.*

RECOVERY PHASE

- ☐ Based on the emergency situation, the EMD in concurrence with the other Support Agencies will direct recovery actions and notifications.
- ☐ Full demobilization would occur at the termination of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Assemble a team to assist in the gathering and dissemination of information.
- ☐ Develop and revise Situation Reports (SitRep) using statistical, narrative and graphic information from response and recovery operations, which provide an overall description of the situation.
- ☐ Prepare planning action plans and reports and develop special reports describing specific actions, priorities or contingency planning requirements as requested.
- ☐ Prepare briefings and reports based on input from other ESF operational elements.
- ☐ Maintain status boards, maps and charts critical to the operation of the local EOC.
- ☐ Prepare periodic informational reports for HSEM through WebEOC.
- ☐ Maintain records of expenditures and resources utilized.
- ☐ Obtain technical advice, as needed.
- ☐ Log and track local, state and federal response actions and requests to support operational elements.
- ☐ Gather and analyze information to be issued to the general public and media through *ESF #15, Public Information*.
- ☐ Provide analysis of the situation based on information such as:

  - Number of deaths or injuries
  - Missing persons
  - Boundaries of the disaster area
  - Designation of an area of operations
  - Access points
  - Special hazard areas: e.g. quarantined, flooded
  - Hazard specific information
  - Weather data
  - Status of critical facilities & infrastructure
  - Activated emergency management facilities
  - Shelter and mass care information
  - Immediate life-threatening situations
  - Available non-local resources
  - Status of reconnaissance activities
  - Building condition data
  - Categories of missing information
  - Status of key personnel
  - Projected further responses
  - Historical information

SUPPORT AGENCIES

DEPUTY EMD (DEMD)

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

ALL OTHER RESPONDING DEPARTMENTS

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

Please refer to "General Responsibilities" in Chapter 5 for more information on individual department responsibilities.

The EOC Alert List located on following page

EOC ALERT LIST – LOCAL

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - LOCAL				
Name	**Title**	**Phone (work)**	**Phone (home)**	**Phone (cell)**
James Pineo	Emergency Management Director/Fire Chief	All Contact Information Maintained in IMC		
Thomas Zotti	Deputy Fire Chief			
Dean Rondeau	Police Chief			
Mark Livie	Police Captain			
Matt Sullivan	Town Planner			
David Ford	Public Works Director			
James Pineo/Fire Chief	EMS Director			
Shelley Rondeau	Health Officer			
Corey Rider	Building Inspector			
Becky Merrow	Town Manager/Administrator			
Linda Murray	Select Board Chair			
David Senecal	Select Board Vise Chair			
David Bowers	Select Board Member			
Paul O'Brian	Select Board Member			
Cathy LaPierre	FD Administrative Assistant			
Sherry Moore	PD Administrative Assistant			

EOC ALERT LIST – OTHER (STATE, REGIONAL, FEDERAL, ETC.)

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - OTHER			
Name	**Title**	**Phone (work)**	**Cell**
Heidi Lawton	Homeland Security Field Rep.	223-3631	419-0950
24-Hour Duty Officer	Homeland Security	800-852-3792	-
Frank Grima	American Red Cross	889-6664	812-1874
Duty Officer	NH State Police - Troop E	323-3333	
Duty Officer	Carroll County Sheriff's Office	539-2284	

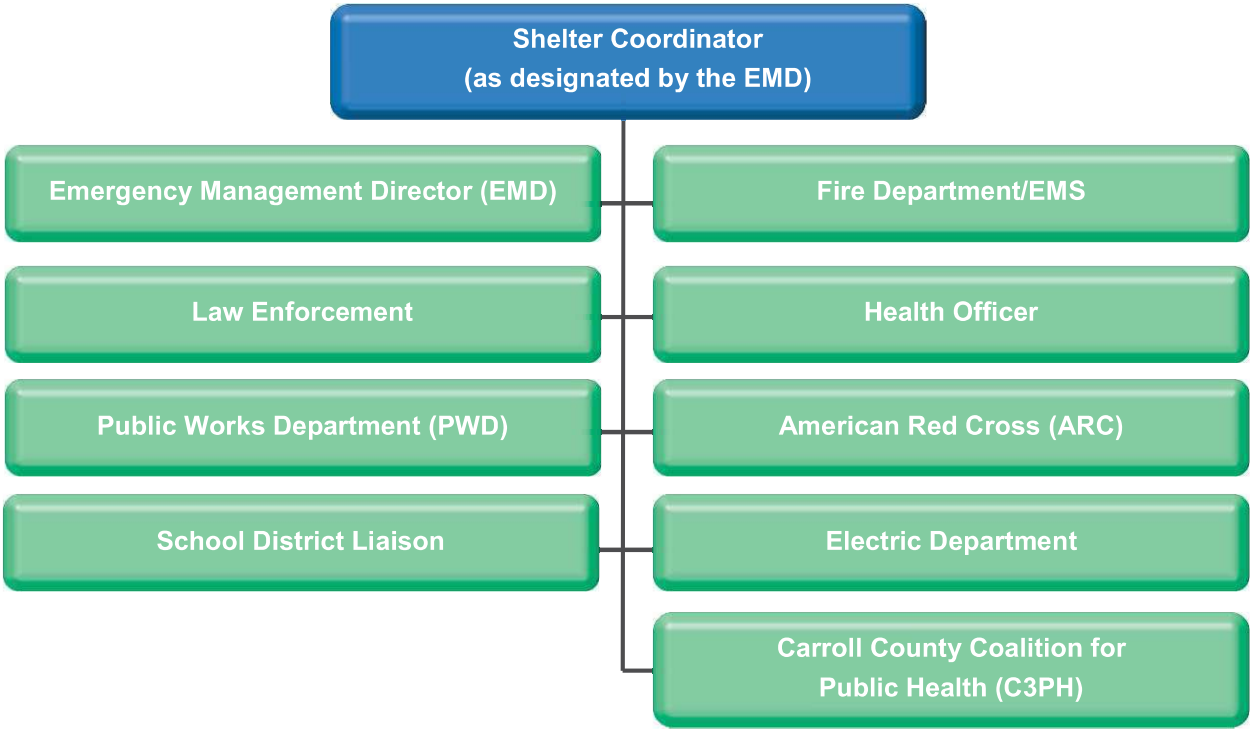
PAGE INTENTIONALLY LEFT BLANK

ESF #6: MASS CARE, HOUSING & HUMAN SERVICES

General Description and Agencies

ESF #6 addresses, coordinates and reports on the emergency mass care activities of local and partner Non-Governmental Organizations (NGOs) responsible for sheltering, feeding, counseling, temporary housing and related social services and welfare activities required to assist disaster clients. In addition, this ESF is responsible for the safety and well-being of household pets in shelters.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #6* is to coordinate the provision of mass care, shelter, feeding and emergency first-aid after a disaster or other event that requires activation of this Plan.

SCOPE

In this Plan, American Red Cross (ARC) is a designated Support Agency and when called upon, will assist the other Support Agencies in the establishment and operation of shelters and mass care. The Shelter Coordinator will oversee all mass care and shelter operations as required based on the evacuation needs and the emergency in general.

In the event of a prolonged disaster exceeding 24-48 hours, Wolfeboro could require the assistance of ARC. ARC independently provides mass care to all disaster victims as part of a broad program of

disaster relief, as outlined in charter provisions enacted by the United States Congress, American Red Cross Act of January 5, 1905 and the Disaster Relief Act of 1974. ARC also assumes Lead Agency responsibility under the Federal Response Plan, to coordinate federal response assistance to the mass care response of state and local governments and the efforts of other voluntary agencies, including ARC relief operations.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

For local emergencies, the designated primary shelter is Kingwoods Middle/High School. If the need arises and Kingwoods Middle/High School is not available, the Kingswood School Arts Complex could be utilized as a secondary shelter.

In the unlikelihood that the buildings mentioned above are compromised, there may be other private or public buildings that could be expediently upgraded to provide shelter, such as area hotels, other schools, churches, inns and motels and regional shelters. In the case of an emergency, the population would be advised to seek shelter in the best available facility.

PLANNING ASSUMPTIONS

Planning assumptions for mass care and shelter are as follows:

- Mass care shelters are temporary in nature and are designed for people displaced as a result of an emergency incident or disaster.
- Shelter and mass care needs may range from very short term operations for a limited number of people where the primary objective is to provide protection from the weather, seating and access to restrooms, to more lengthy operations where feeding, sleeping and shower facilities are desirable and assistance must be provided to evacuees.
- In slowly developing disasters, such as a slowly rising flood, there may be warning and evacuation time to establish shelters in advance.
- Other disasters can occur without warning; shelters, first aid, mass care and feeding sites may have to be set up with no advance notice.

- American Red Cross will begin provision of mass care and shelter services in response to requests from emergency management officials at the local, state or federal level; ARC will respond to requests for disaster assistance within approximately two hours; actual assistance from ARC will be dependent upon the nature of the hazard, the size of the hazard's geographical area and the availability of staff. American Red Cross in the local area can be contacted at 800-464-6692; if possible, advanced calling may expedite the response from ARC.

- ARC can either support or manage shelter operations. ARC will manage facilities which have a pre-established agreement. ARC will support all other shelter facilities if available and enact a shelter agreement to manage if needed.

- Shelters may be opened in response to emergencies outside of the Town.

- Long term mass care may be required following some disasters.

- American Red Cross will not accept food that is not prepared by a licensed kitchen.

- Mass care facilities will receive priority consideration for structural inspections to ensure the safety of the occupants.

- Spontaneous shelter volunteers will require coordination; the appearance of spontaneous volunteers and the influx of emergency response personnel may place additional burdens on the shelter system.

- Some people who are not at risk may seek shelter.

- For hazards that are highly visible or receive extensive media coverage, people may evacuate before an official recommendation.

- Law enforcement may be required at mass care facilities for crowd control and security.

CONCEPT OF OPERATIONS

GENERAL

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

Mass care needs can be met through not only sheltering but also cooling/warming stations, shower-only facilities, fixed or mobile feeding, local town shelters or regional shelters. Mass care may apply to meeting the needs of emergency responders as well as victims of a disaster. All shelters should be functional needs sensitive.

The Shelter Coordinator, along with supporting staff, will advise the public through *ESF #15, Public Information*, of the shelter locations, the procedures to follow when evacuating and recommendations that evacuees bring as much non-perishable food with them as possible. Mass care, sheltering, feeding

and emergency first aid activities will begin as soon as possible after the disaster occurrence (or before, if there is advance warning.)

The Town of Wolfeboro is responsible for the mass care and sheltering of its citizens and visitors as a result of an emergency situation or disaster. In order to respond in the most efficient manner to the needs of evacuees and victims who may require mass care and sheltering, a detailed Shelter Plan should be established in advance. The Shelter Coordinator, the EMD, American Red Cross and other town officials should compile a comprehensive Shelter Plan which will serve as a stand-alone annex to this EOP. A short list of shelter recommendations is available in Chapter 9.

The Town of Wolfeboro currently does not have a supply of shelters or cots. Cots, blankets and other shelter supplies and resources (i.e., medical) may be available from Huggins Hospital, Carroll County Coalition for Public Health, American Red Cross and/or the State EOC. Tuftonboro Fire has a Shelter Trailer that could be accessed by Wolfeboro.

Shelters operated by American Red Cross and most other organized volunteer groups will allow pets in crates, provided they are not in the general population area where only service animals are allowed. American Red Cross has access to disaster supplies for pets. Pet sheltering in shelter facilities is dependent on the agreement with the shelter. Pet sheltering may be arranged with the Winter Harbor Veterinarian; there are also veterinarians and kennels in neighboring towns that are listed on the Resource Inventory List (Chapter 9).

If the Town allows and there is adequate space, pets can be housed in a separate section of the shelter. A number of studies have indicated that some people, particularly the elderly will not leave their homes if they cannot take their pets with them. Leaving animals may also place them in harm's way. Pet owners have been known to return to evacuated areas in search of their pets, in spite of the danger warnings.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Shelter Coordinator, as designated by the EMD, will activate ESF Support Agencies as needed. Components of the organization for *ESF #6* may include Public Information Centers, Mass Care Facilities, Pet Sheltering Facilities, Family Assistance Centers and Cooling and Warming Centers.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ The EMD will pre-designate a Shelter Coordinator.
- ☐ The EMD will develop a policy regarding "service animals" in shelters.

☐ The EMD, along with a pre-designated Shelter Coordinator (if available) will:
- Coordinate with the American Red Cross (ARC) and the Carroll County Coalition for Public Health (C3PH) to designate a primary shelter, a secondary shelter and a shelter location for household pets.
- Secure a Memorandum of Understanding (MOU) to use buildings that are designated as shelters.
- Develop a plan for relocation of evacuees during and after the emergency to ensure an accurate tracking procedure.
- Develop MOUs with area veterinarians and other local professionals who can accommodate pet sheltering.
- Develop a list of all pet friendly hotels and motels in the area.
- Identify a network of animal response teams in other communities; establish mutual aid agreements.
- Develop and maintain an MOU with the local humane society (Ossipee).
- Maintain a complete list of public, private and volunteer agencies and companies that can assist with *ESF #6* such as:
  - American Red Cross
  - Disaster Animal Response Team (DART)
  - Carroll County Coalition for Public Health
  - Local Veterinarians
  - Local Humane Societies
  - Mental Health Counselors
  - Facilities that can provide for food storage (i.e., freezer space)
  - Facilities that can assist with the acquisition of potable water
  - Facilities that can assist with the acquisition of pet supplies and food.

PREPAREDNESS PHASE

☐ The EMD, along with a pre-designated Shelter Coordinator (if available) will:
- Develop and maintain a primary shelter and shelter plan.
- Establish a supply of cots, blankets and pet supplies (i.e., crates, bowls, etc.) and an appropriate storage location.
- Practice and test the Shelter Plan in advance of a future emergency situation.
- Pre-designate and train shelter manager(s) to open and maintain shelter operations.
- Prepare a shelter kit with items recommended by American Red Cross (see Chapter 9)
- Coordinate with *ESF #15, Public Information*, for the development of public information with pre-scripted messages about evacuee and pet sheltering needs.
- Organize resources (i.e. crates, forms, locations for food donations).

RESPONSE PHASE

☐ The EMD will designate a Shelter Coordinator if one has not been pre-designated.

☐ The EMD will notify Homeland Security & Emergency Management, the Carroll County Coalition for Public Health, American Red Cross and other volunteer agencies as needed of the activation of *ESF #6*.

- ☐ The designated Shelter Coordinator will notify *ESF #6* Support Agencies of plan implementation and share information about what has occurred and initial response actions.
- ☐ The designated Shelter Coordinator will activate the Shelter Plan.
- ☐ The designate Shelter Coordinator will open communications lines to the shelter; if normal communications systems are damaged, activate components of *ESF #2, Communications & Alerting*, to facilitate the staffing of the shelter.
- ☐ The EMD will designate a Public Information Officer (PIO) to assist with communications to the general public or the news media per *ESF #15, Public Information*.

RECOVERY PHASE

Recovery operations, as determined by the Shelter Coordinator in coordination with the Support Agencies for this ESF, may be initiated during response operations and may include, but not be limited to the following:

- ☐ Assistance to evacuees in returning to their homes.
- ☐ Assistance with temporary housing for evacuees who cannot return to their homes.
- ☐ Public information regarding follow-up programs that may be available.
- ☐ Crisis counseling services as needed through disaster mental health team(s) through American Red Cross or other agencies.
- ☐ The return of the shelter(s) to its previous use and condition.
- ☐ The collection of garbage and refuse in coordination with *ESF #3, Public Works & Engineering*.
- ☐ The compilation of documents, records, costs, and all expenses that may or may not be eligible for reimbursement.
- ☐ Assurance that all health and safety issues are resolved prior to full demobilization and that all essential services and facilities are re-established and operational.
- ☐ Full demobilization would occur at the termination of the operational elements at the local EOC and when the shelter facility has been returned to its pre-disaster use.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD with the designated Shelter Coordinator and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD with the designated Shelter Coordinator and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

SHELTER COORDINATOR (AS DESIGNATED BY THE EMD)

- ☐ Organize and coordinate all shelter activities and needs.
- ☐ In coordination with the EMD, determine the need to establish a shelter for town employees and/or emergency responders.
- ☐ Mobilize staff and open shelter(s) keeping them operating as long as necessary.
- ☐ Provide individual and family assistance consisting of the provision of emergency food, clothing and shelter.

- ☐ Coordinate the transportation of goods, services and people to shelter sites per *ESF #1, Transportation*.
- ☐ Register and track shelter occupants.
- ☐ Recommend to the general public what items should be brought to shelters per *ESF #15, Public Information.*
- ☐ Coordinate the provision of pet sheltering and advise the general public on pet sheltering locations and requirements per *ESF #15, Public Information.*
- ☐ Establish a system and assist in answering disaster welfare inquiries, in coordination with American Red Cross and coordinate efforts to establish "Safe & Well" information.
- ☐ Participate in shelter training as coordinated by the EMD, the Carroll County Coalition for Public Health and American Red Cross.
- ☐ Identify and request additional resources through *ESF #7, Resource Support*.
- ☐ Maintain communications between the shelter(s) and the EOC and designate an EOC representative to report to the EOC on behalf of the shelter operations.
- ☐ Identify security requirements and notify Law Enforcement per *ESF #13, Public Safety & Law Enforcement*.
- ☐ Work with the Health Officer to ensure the safety of food provided at the shelter according to state laws and protocols.
- ☐ Coordinate with *ESF #8, Health & Medical*, for the treatment of ill and or injured patients at the shelter and arrange for transportation as needed.
- ☐ Identify fire protection issues and notify the Fire Department per *ESF #4, Firefighting*.
- ☐ Obtain additional cots and blankets from American Red Cross, Huggins Hospital, State Emergency Management and the Carroll County Coalition for Public Health as needed.
- ☐ Coordinate with *ESF #7, Resource Support* and *ESF #15, Volunteer & Donations Management* to obtain necessary resources for shelter evacuees.
- ☐ Submit daily mass care facility reports for inclusion in the Situation Report (SitRep) per *ESF #5, Emergency Management*, that includes:
    - Number of shelter occupants and meals served
    - Resources received and consumed or expended
    - Condition of the facility
    - Identification of any unmet needs

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Designate or pre-designate a Shelter Coordinator, if needed.
- ☐ Coordinate with the Shelter Coordinator and *ESF #15, Public Information* to recommend to the general public what items should be brought to shelters.

LAW ENFORCEMENT

- ☐ Provide assistance for traffic control and transport to and around the emergency shelter.
- ☐ Provide security and law enforcement at shelter and mass care facilities, as available.
- ☐ Provide backup communications links from shelter facilities to the EOC via the use of 2-way radios, if needed, per *ESF #2, Communications & Alerting.*
- ☐ Provide assistance with pet sheltering as available.

FIRE DEPARTMENT/EMS

- ☐ Inspect shelter and mass care facilities for fire safety and provide fire surveillance as needed.
- ☐ Provide personnel to assist with the initial setup of the shelter.
- ☐ Coordinate the treatment of ill and or injured patients at the shelter per *ESF #8, Health & Medical*.
- ☐ Make arrangements per *ESF #8, Health & Medical*, for the medical transport of patients from the shelter to area medical facilities.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Assist in obtaining and delivering shelter equipment & supplies.
- ☐ Ensure the water supply and sanitary services at mass care facilities are maintained during an emergency situation.
- ☐ Assist in posting directions and road signage.
- ☐ Clear parking lots and evacuation routes of debris and/or snow.

ELECTRIC DEPARTMENT

- ☐ Assess the outage damage within the Community and inform the EMD.
- ☐ Provide priority restoration to the shelter(s).
- ☐ Assist with the dispersion of information to the public through *ESF #15, Public Information*.
- ☐ Ensure the power supply at mass care facilities is maintained during an emergency situation.

HEALTH OFFICER

- ☐ Inspect all shelter facilities in advance of and during occupancy to assess health and safety concerns.
- ☐ Inspect food preparation activities (per State of NH guidelines).
- ☐ Ensure that heating, sanitation and all potential health hazards are in accordance with State of NH health regulations.
- ☐ Participate in shelter training as coordinated by the EMD, the Carroll County Coalition for Public Health and American Red Cross and other agencies.
- ☐ Participate in basic food-safety training as coordinated by the EMD, the Carroll County Coalition for Public Health, American Red Cross and other agencies.
- ☐ Monitor conditions including food in the shelter(s) and make recommendations to assure the health and safety of the sheltered.

School District Liaison

- ☐ Prepare the school as possible shelter, pickup and/or drop off point during an emergency.
- ☐ If necessary, prepare the school for occupation and make available on-hand food supplies.
- ☐ Participate in shelter training as coordinated by the EMD, the Carroll County Coalition for Public Health, American Red Cross and other agencies.
- ☐ Assist in providing personnel for registering evacuees, based on availability.

American Red Cross (ARC)

- ☐ Assist with temporary, short and long-term sheltering of residents as necessary and as available through staffing and operational support.
- ☐ Determine needs of individuals and families through case management support and assist in the establishment of a disaster welfare inquiry and family reunification system ("Safe & Well").
- ☐ Assist with the registering of evacuees at shelter locations.
- ☐ Assist in the provision of mass feeding for victims and emergency workers and provide emergency assistance for other essential needs.
- ☐ Provide a liaison to the local EOC.
- ☐ Provide disaster mental health, spiritual care needs and health services.
- ☐ Provide shelter and mass care training to town-designated shelter volunteers and provide exercise support to the Community.
- ☐ Assist the Town in pre-identifying and assessing shelter locations.
- ☐ Provide organizational donation contact information for reference.
- ☐ Activate and organize shelter teams and provide shelter kits.

Carroll County Coalition for Public Health (C3PH)

- ☐ Provide shelter supplies as available.
- ☐ Coordinate shelter surveillance.
- ☐ Support the functional needs population in the shelter.
- ☐ Work with the Health Officer to insure food safety and sanitation at the shelter.
- ☐ Request assistance from the Medical Reserve Corp (MRC) as available.
- ☐ Provide assistance with this ESF as available.

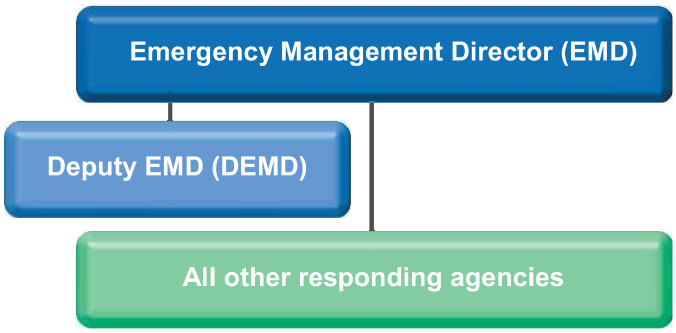
PAGE INTENTIONALLY LEFT BLANK

ESF #7: RESOURCE SUPPORT

General Description and Agencies

ESF #7 addresses support to local entities involved in emergency response and recovery. This support includes locating, procuring and issuing resources including equipment, supplies, facilities, and services required by emergency responders and disaster survivors.

LEAD & SECONDARY AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The objective of *ESF #7* is to provide logistical support before, during or following a disaster.

SCOPE

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

Situation and Planning Assumptions

SITUATION

In an emergency situation, the Town of Wolfeboro will require such resources as are necessary to maintain essential industries and services, to support key personnel working within these facilities and to provide the citizens, both affected and unaffected by the emergency, with at least minimal levels of essential survival resources such as food, water, housing, medical care, fire and police protection, etc. Distribution patterns will be altered as much as possible to provide these essential resources. If possible, the stockpiling of as much essential materials as possible will begin during pre-crisis periods on recommendations of NH Homeland Security & Emergency Management (HSEM).

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

PLANNING ASSUMPTIONS

General assumptions for *ESF #7* are as follows:

- ☐ An emergency or disaster can occur in Wolfeboro at any time which may create significant degrees of human suffering, property damage and economic hardship to individuals, local government and the business community.
- ☐ The nature of the emergency might be such that the Town would have to survive for an extended period of time on current resources available until outside assistance can be obtained.
- ☐ Rationing of resources may become a necessity until outside assistance from federal, state or regional sources becomes available.
- ☐ Generally, people will cooperate with official regulations restricting the use of essential resources during an emergency.
- ☐ The Town assumes that there are many emergency situations that may directly produce severe consequences and the varying degrees of impact will affect the response.
- ☐ The Town of Wolfeboro, in conjunction with the State, is primarily responsible for natural, human-caused and technological emergency preparedness and has shared responsibilities with the State and Federal Governments for national security preparedness.

CONCEPT OF OPERATIONS

GENERAL

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

These resources may be deferred to the Community on orders of the respective agencies. In order that an effective response by state or federal resources be obtained, prompt notification to NH HSEM of the situation and the potential need for assistance is essential.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD will activate ESF Support Agencies as needed. Components of the organization for *ESF #7* may include Staging Areas, Holding Areas and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Maintain the Resource Inventory List (Chapter 8) in an up-to-date condition identifying and assessing available resources and facilities that are necessary for the emergency response.
- ☐ Review and maintain the Emergency Operations Plan on an annual basis.

PREPAREDNESS PHASE

- ☐ Maintain an inventory of both public and private equipment that can be called upon at the time of an emergency.
- ☐ Periodically test, maintain and have ready all equipment in working order.

RESPONSE PHASE

- ☐ Initial actions include the activation of the ESF and the processing of resource requests.
- ☐ The EMD will notify local, state and federal agencies as needed regarding the emergency and the anticipated resource requirements.
- ☐ The EMD will request staff to come to the EOC to provide logistical support as required.
- ☐ The EMD, with support staff, will provide continuous control and accountability of equipment, personnel, goods and services in support of the disaster.

RECOVERY PHASE

- ☐ *ESF #7* will support the emergency organization by providing logistical support for the resolution of all health and safety issues prior to full demobilization and assurance that all essential services and facilities are re-established and operational.
- ☐ Partial demobilization could occur based upon the extent of the current response and recovery actions and at the discretion of the EMD.
- ☐ Full demobilization would occur at the termination of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Assume overall coordination of resource allocation.
- ☐ Request assistance from neighboring communities and/or the State.
- ☐ Acquire such private resources as are needed and request authorization of the expenditure of funds from the Board of Selectmen/Town Manager.
- ☐ Place town personnel on standby or direct to staging areas with some facilities staffed for immediate response.
- ☐ Monitor, track and provide logistical support for staff movement and the status/disposition of all resource requests.
- ☐ Stage resources near the expected impact/emergency areas when possible.
- ☐ Provide initial reports based on resources that have been requested.
- ☐ Provide communication resources in coordination with *ESF #2*, *Communications & Alerting.*
- ☐ Provide transportation resources in coordination with *ESF #1, Transportation*.
- ☐ Provide food for resource staff in coordination with *ESF #6, Mass Care, Housing & Human Services*.
- ☐ Provide fuel in coordination with *ESF #12, Energy*, for resource vehicles.
- ☐ Ensure security for staging areas and facilities in coordination with *ESF #13, Public Safety & Law Enforcement*.
- ☐ In coordination with the Town Manager and the Board of Selectmen, issue such orders and/or proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the State.
- ☐ Coordinate the use of essential utility services.
- ☐ Ensure that essential resources are returned to their primary use once they are no longer needed for the emergency.

SUPPORT AGENCIES

DEPUTY EMD (DEMD)

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

ALL OTHER RESPONDING DEPARTMENTS

- ☐ Provide the EMD with current and appropriate information on resource availability and shortfalls. **(All Agencies)**
- ☐ Provide personnel and equipment in the implementation of *ESF #7*. **(All Agencies)**

LAW ENFORCEMENT

- ☐ Provide security for resources and staging areas as required per *ESF #13, Public Safety & Law Enforcement.*
- ☐ Provide traffic control for the movement of resources to and from staging areas.

FIRE DEPARTMENT/EMS

- ☐ Assist Law Enforcement with traffic control for the movement of resources to and from staging areas, as available.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Maintain liaison with local contractors and equipment dealers.
- ☐ Assist the EMD in maintaining a list of construction equipment and personnel available locally.

TOWN MANAGER & BOARD OF SELECTMEN

- ☐ Work with the EMD to approve and disburse funds both during and after the emergency as needed.

A complete Resource Inventory List can be found in Chapter 8 of this Plan.

Please refer to "General Responsibilities" in the Chapter 5 for more information on individual department responsibilities.

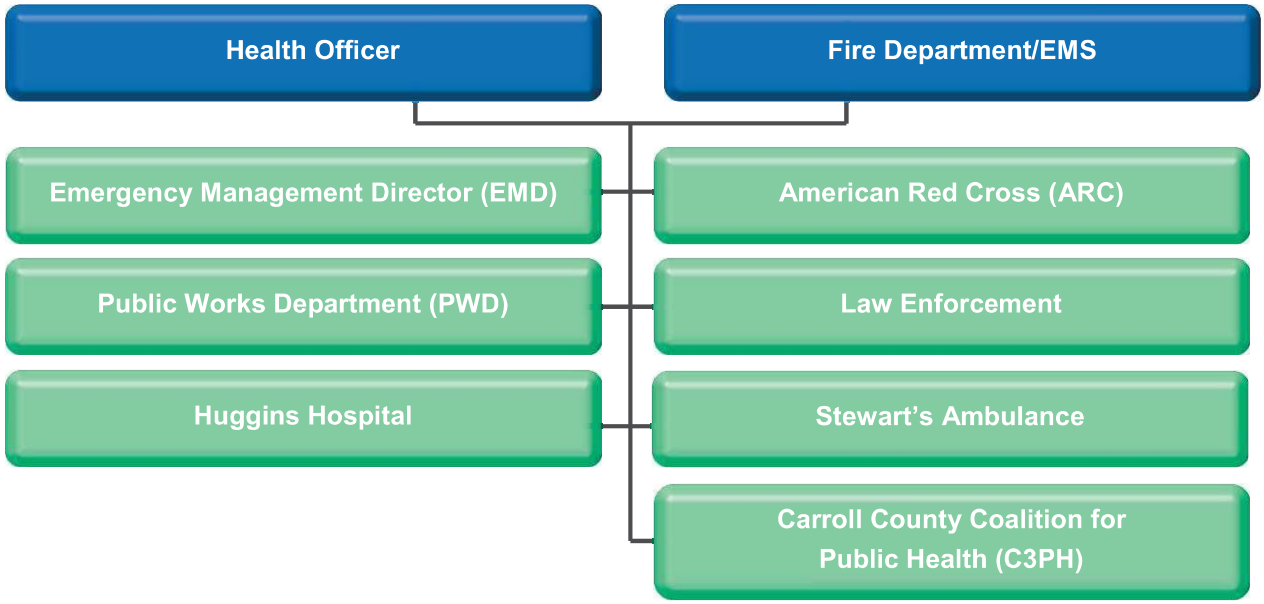
PAGE INTENTIONALLY LEFT BLANK

ESF #8: HEALTH & MEDICAL

General Description and Agencies

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

LEAD & SUPPORT AGENCIES & ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #8* is to coordinate the delivery of both primary and supplemental health, medical and basic human services to individuals, families, emergency services personnel and to disrupted or overwhelmed local health and medical personnel and facilities prior to, during and following a disaster. In addition, *ESF #8* provides guidelines for maintaining healthy living conditions during an emergency and to restore essential health functions to the affected area.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Town of Wolfeboro handles emergency medical services (EMS) services through the Fire Department and Stewart's Ambulance. Emergency responders are certified to various levels of emergency medical care from EMR to Paramedic and are as well equipped to perform their assigned functions as any community of a comparable size. The Fire Department relies on Stewart's Ambulance for medical transportation for the victims of an emergency and may need to call upon other EMS agencies to assist in overwhelming situations.

The Town of Wolfeboro has an appointed Health Officer and an appointed Health Inspector.

Residents of the Town of Wolfeboro rely chiefly on the medical services provided at Huggins Hospital (Wolfeboro) which maintains its own emergency response plan. There are registered nurses and physicians that live in the Community and/or nearby who could be used to augment the medical capability in addition to volunteers with first aid training, providing professional licensure is provided.

A major emergency affecting Wolfeboro and the surrounding area could result in a high rate of casualties and fatalities. Temporary portable morgues may need to be established. All efforts would be expediently handled to deal with a large number of fatalities. Guidance in health matters in an emergency is available from the State Department of Health and Human Services and the Carroll County Coalition for Public Health. The Disaster Mortuary Response Team (DMRT), the Disaster Medical Assistance Team (DMAT) and other federal services may be activated through the State EOC.

The Carroll County Coalition for Public Health is a collaborative of municipal, health, human services and other agencies in the region that encompasses 19 municipalities. Through the Carroll County Coalition for Public Health, these municipalities have agreed to develop a regional plan to address public health emergencies, the Regional Public Health Emergency Response Annex, which is considered an annex to this Plan.

A public health emergency can be caused by natural disasters, biological terrorism, chemical terrorism/accidents, radiological terrorism/accidents, or naturally occurring communicable disease outbreaks. During these events, the Multi-Agency Coordinating Entity (MACE) will ensure each agency within the region provides resource and status information and will coordinate the efforts of the local EOC within the region.

The local EOC will be responsible for supporting the MACE in coordination, staffing, communications, resource dispatching and tracking, information collection, analysis and dissemination. In a public health emergency the local EOC, through the MACE, will maintain communications with the State DHHS, Incident Command and the State EOC. (See Chapter 8, Resource Inventory)

PLANNING ASSUMPTIONS

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

Planning assumptions include, but are not limited to the following:

- A Mass Casualty Incident (MCI) could occur anywhere in Wolfeboro and could include hazardous materials or a large number of persons.
- Temporary mortuary facilities or storage areas may need to be established, in the event of a large amount of fatalities.
- Wolfeboro's diverse population includes the elderly who may have increased health needs.
- Damage to communications and transportation systems may prevent non-damaged facilities from operating due to lack of functioning utilities and employees who may be unable to report to work.
- The public will require guidance on how to avoid health hazards caused by or arising from the emergency.
- Disruption of sanitation services and facilities, loss of power and massing of people in shelters will increase the potential for disease and injury.
- Resources external to the Town of Wolfeboro (such as area hospitals, the NH Department of Health & Human Services or Carroll County Coalition for Public Health) could potentially be available to support the provision of the mass administration of immunizations and/or medications. The Tuftonboro Elementary School is a designated Point of Dispensing (POD); this may be relocated to the Kingswood School Arts Center Complex in the near future.
- Most people will seek medical care on their own.
- Unchecked accumulation of debris, the consumption of contaminated food or water and the inadequate disposal of sewage will result in public health problems if not abated early in the emergency cycle.
- Local medical personnel will spontaneously volunteer to assist.

CONCEPT OF OPERATIONS

GENERAL

The Community has a responsibility to provide medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities. Hospitals which have a Mass Casualty Plan will invoke its use in concert with this Plan.

In the post-disaster period, potential threats to human health such as contaminated water could be possible; therefore, the public must be alerted and notified of the procedures necessary in safeguarding health.

Because of the wide range of natural and human-caused disasters, many decisions will have to be made at the time of the incident based on an expedient capability assessment and the availability of medical resources. These decisions must be made on the best advice and recommendations available to the Health Officer and the Fire Department in coordination with the EMD, the Town Manager and the Board of Selectmen. Federal and state officials will assist in the decision-making process. Since no judgment can be made as to the health and medical capabilities which would survive a major emergency, certain expedient medical decisions will be made following an assessment of the capabilities remaining.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Support Agencies will be activated as needed by the Lead Agencies. Components of the organization for *ESF #8* may include Triage, Sheltering (pet and human), Points of Dispensing, Medical Transportation, Law Enforcement, Quarantine and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agencies (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ The Fire Department will maintain training programs to ensure adequate EMS response for all types of disasters.
- ☐ The Health Officer will conduct health awareness programs and public outreach campaigns concerning such topics as the use of untreated water, contaminated food and other unsanitary practices following disasters.
- ☐ The Fire Department and the Health Officer will coordinate immunization campaigns and shelter-in-place as recommended prior to emergency events.
- ☐ The Fire Department and the Health Officer will maintain a complete data base of essential resources that may be needed at the time of an emergency.
- ☐ The Health Officer will educate the public about maintaining safe and adequate supplies of food and water.

PREPAREDNESS PHASE

- ☐ The Fire Department and the Health Officer will assess options for obtaining adequate medical supplies prior to a disaster.
- ☐ The Fire Department will maintain all EMS equipment and vehicles in order to ensure readiness at the time of an emergency.
- ☐ The Fire Department, the EMD and the Police Department will coordinate to develop a functional needs list and specific needs for the evacuation of the functional needs population from their homes.
- ☐ The Fire Department and the Health Officer will take part in and/or conduct specialized training by the Carroll County Coalition for Public Health, American Red Cross and other agencies.
- ☐ The Fire Department will periodically test, maintain and have ready all equipment in working order.

RESPONSE PHASE

- ☐ Initial actions include the activation of the ESF and the provision of medical services related to the emergency.
- ☐ The EMD will request staff to report to the EOC to provide support for the situation as required.
- ☐ The EMD will notify local, state and federal agencies as needed regarding the emergency and any anticipated needs.
- ☐ The Health Officer will contact DHHS, Carroll County Coalition for Public Health, emergency shelters, school nurses and home health nursing services as the emergency warrants.

RECOVERY PHASE

Recovery will begin when:

- ☐ The immediate health needs of the Town have been met.
- ☐ There is no longer a threat of the spread of disease or other health crisis.
- ☐ Proper medical treatments for casualties caused by a disaster situation have been provided.
- ☐ Procedures for the handling of fatalities have been completed.
- ☐ Full demobilization would occur when all health needs have been met and at the termination of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the Fire Department, the Health Officer and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Fire Department, the Health Officer and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

CO-LEAD AGENCIES

HEALTH OFFICER (CO-LEAD)

- ☐ Assess the health needs and the capabilities on-hand and report them to the EOC.
- ☐ Establish communications and serve as the liaison with key health and medical organizations (EMS, Huggins Hospital, C3PH, NH-DHHS, the NH Medical Examiner, home health care agencies, psychiatric / mental health and social service providers).
- ☐ Coordinate the use of outside assets as needed.
- ☐ In coordination with other state, federal, regional and private organizations such as the NH Department Health & Human Services, Carroll County Coalition for Public Health and American Red Cross, perform and/or assist with the following functions:
    - Identify and control disease spreading vectors such as flies, mosquitoes and rodents after a declared emergency by taking proper measures such as professional extermination, ground and aerial spraying and the elimination of sites which attract such vectors.
    - Monitor communicable disease and make determinations about needed immunizations and medical countermeasures.
    - Provide assessment and recommendations concerning potential health effects and remedial actions associated with water-borne pollutants.
    - Coordinate medical countermeasure campaigns or isolations/quarantines as needed at the time of the emergency.
    - Conduct epidemic intelligence, evaluation and detection of communicable diseases during a public health incident.
    - Ensure that health surveillance systems are operational.
    - Coordinate inspection of food, water, drugs and other consumables exposed to the hazard.
    - Monitor food handling and sanitation in emergency facilities.
    - Assist with the evacuation of the functional needs population residing in private homes.
- ☐ Ensure that the health needs of the EOC staff are met.
- ☐ Coordinate with the EMD to designate a temporary morgue facility.
- ☐ Determine the need for quarantine and order isolation/quarantine as needed by state law.
- ☐ Develop health-related information for dissemination through *ESF #15, Public Information*.
- ☐ Receive and act on any Health Alert Notices (HAN) from the Division of Public Health Services.
- ☐ Collect and maintain the following ESF status information to ensure inclusion in the Situation Report (SitRep) and report to the EMD:
    - An overall assessment of health issues concerning the Community
    - Report on communications with NH DHHS, C3PH, area hospitals, public schools, nursing homes, etc.
    - Number of casualties, injuries and fatalities
    - Health risks, current and potential
    - Identification of unmet needs

FIRE DEPARTMENT/EMS (CO-LEAD)

- ☐ Perform all administrative and operational functions of EMS.
- ☐ Coordinate emergency health and medical functions with the Health Officer.
- ☐ Assess level of victim injury or illness and recommend the appropriate medical facility for care.
- ☐ Gather information concerning injuries and fatalities resulting from emergency situations and forward this information to the EOC as soon possible.
- ☐ Assess the medical capabilities on-hand and report these to the EOC.
- ☐ Respond with HazMat equipment if needed.
- ☐ Assist with extrication and rescues as needed.
- ☐ Assist with traffic control and transportation as available.
- ☐ Assist with the staging facility for triage and points of dispensing if necessary.
- ☐ Assist with the isolation and decontamination of victims of a hazardous material incident.
- ☐ Monitor the safety and health of emergency responders.
- ☐ Ensure the triage, treatment and transport of victims is in accordance with established protocols.
- ☐ Assure treatment of victims of a hazardous material incident or infectious disease outbreak.
- ☐ Make requests for additional medical assistance, equipment, supplies and health manpower.
- ☐ Assure that the needs of the functional needs populations are being addressed (i.e. children, dialysis patients, disabled persons, homebound patients, persons with limited English proficiency, the elderly and patients dependent on home health care services).
- ☐ Establish first aid stations, as necessary and prepare for state and federal on-site assistance.
- ☐ Evaluate response efforts.

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Provide direction and control at the EOC.
- ☐ Assist with the coordination of outside assistance.
- ☐ Contact NH Homeland Security & Emergency Management as needed.
- ☐ Request medical assistance from members of the Community as available.
- ☐ Request the activation of the Disaster Mortuary Response Team (DMORT), the Disaster Medical Assistance Team (DMAT), the Medical Reserve Corp (MRC), Community Emergency Response Teams (CERT) and other federal response services as needed through the State EOC.

LAW ENFORCEMENT

- ☐ Provide security and escorts, as required to protect the transport of the Strategic National Stockpile (SNS).
- ☐ Provide security at points of dispensing to guard against theft.
- ☐ Identify and secure access routes needed for emergency responders.
- ☐ Request additional law enforcement if needed.
- ☐ For local HazMat or mass casualty incidents, assist the EMD and Fire Department as needed.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Assist the Fire Department by making sure the roads are clear for them to perform their duties.
- ☐ Assist Law Enforcement with traffic control.
- ☐ Assist with the acquisition and set up of refrigeration equipment required for temporary holding facilities for human remains.
- ☐ Support and monitor the disposal of disaster debris, landfill materials and similar items to preserve public health.

CARROLL COUNTY COALITION FOR PUBLIC HEALTH (C3PH)

- ☐ Coordinate the operation of any regional health incident.
- ☐ Establish points of dispensing (PODs) for vaccines and medication.
- ☐ Maintain the regional public health annex.
- ☐ Assist with morgue facilities.
- ☐ Report the presence of communicable diseases to the NH Department of Health and Human Services.
- ☐ Establish an Alternative Care Site (ACS) if the hospital(s) becomes overwhelmed.
- ☐ Request that the EMD activate the Medical Reserve Corp or Community Emergency Response Teams.
- ☐ Activate MACE.

STEWART'S AMBULANCE

- ☐ Provide medical treatment as needed and available.
- ☐ Provide medical transportation for the Town of Wolfeboro.

HUGGINS HOSPITAL

- ☐ Provide expert medical care and advice as the primary hospital for Wolfeboro.
- ☐ Coordinate with the Town of Wolfeboro on Mass Casualty Incidents.
- ☐ Provide advice and participate with Carroll County Coalition for Public Health.
- ☐ Coordinate with other hospitals as necessary to receive patients.
- ☐ Coordinate on-site triage if necessary.
- ☐ Provide support for the ACS and Health Officer as necessary.

AMERICAN RED CROSS (ARC)

- ☐ Provide mass care and shelter services.
- ☐ Assist with health surveillance activities in shelters.
- ☐ Provide disaster welfare inquiry information.
- ☐ Provide disaster mental health services at the shelter(s) and the EOC.

EQUIPMENT INVENTORY LIST – *ESF #8, HEALTH & MEDICAL*

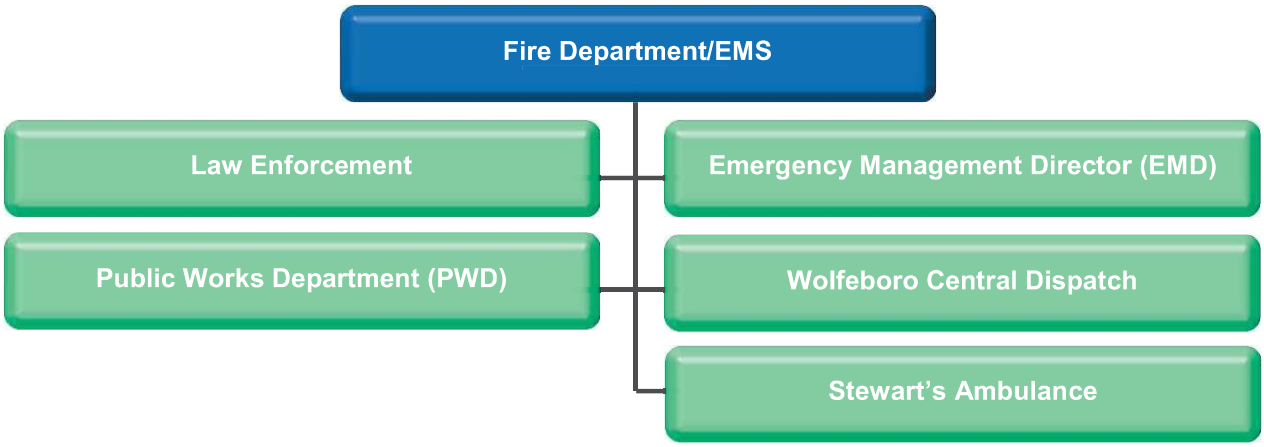
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Stewarts Ambulance 1	Ford	1 Pt	Center St	Diesel	
Stewarts Ambulance 7	Ford	1 Pt	Center St	Diesel	

ESF #9: SEARCH & RESCUE

General Description and Agencies

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #9* is to provide assistance in all activities associated with search and rescue operations and to coordinate the integration of personnel and equipment resources.

SCOPE

This ESF addresses wilderness and urban search and rescue operations and includes search and rescue on the ground, from the air or in the water.

Situation and Planning Assumptions

SITUATION

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

The topography, the climate of Wolfeboro (which ranges from hot and humid summer conditions to winter blizzard conditions), the abundance of hiking trails, cross-country and downhill ski trails, boating, bicycling and snowmobile trails, a town-wide hazardous event and the influx of seasonal tourists who

are unfamiliar with the area can all create situations in which persons may become lost, disoriented and/or injured. The Town is also host to many lakes including Lake Winnipesaukee, which could add to a search and rescue situation significantly. Additionally, the Community has many island dwellings on Lake Wentworth and Lake Winnipesaukee.

NH Fish & Game is state mandated as the lead on any search and rescue in New Hampshire.

PLANNING ASSUMPTIONS

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

Further assumptions include the following:

- Any persons lost and in need of rescue would likely be impacted by weather conditions and could be difficult to reach.
- People may be lost, injured or killed while outdoors, requiring search and rescue activities.
- An emergency or disaster may cause buildings to collapse or leave people stranded due to rising water, thus threatening lives and requiring prompt search and rescue.
- Weather conditions such as temperature extremes, snow, rain and high wind may pose additional hazards for disaster victims and rescue personnel.
- Hikers, boaters and other outdoor recreationists may become lost or confused, particularly in inclement weather.

CONCEPT OF OPERATIONS

GENERAL

ESF #9 manages and coordinates the response of local search and rescue resources in response to any incident involving search and rescue operations. These include, but are not limited to, aircraft, collapsed buildings, urban, water and woodlands incidents.

NH Fish & Game is responsible for the search and rescue in inland waters, wilderness and forested areas per RSA 206:26; NH Fish & Game may establish a Unified Command upon arrival on the scene.

Urban Search and Rescue is the responsibility of the Wolfeboro Fire Department. Additional assistance is available from NH Homeland Security & Emergency Management who will contact, the FEMA Urban Search and Rescue Team (deployed out of Beverly, MA and activated through the FEMA Regional Office in Boston, MA). These Urban Search and Rescue incidents include but are not limited to collapsed structures.

With the complexities of any search and the involvement of multiple agencies the utilization of the Incident Command System is required; the utilization of a Unified Command Structure will facilitate more efficient operation.

Recovery of human remains will be performed in cooperation with the Office of the NH State Medical Examiner and the Carroll County Attorney's Office, by state law.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Wolfeboro Fire Department will notify the EMD who will activate ESF Support Agencies as needed. Components of *ESF #9* may include Staging Areas, Health & Medical, Public Information, Volunteer & Donations, Law Enforcement and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Make arrangements for responders to obtain building plans to be used during emergencies.
- ☐ Plan and execute training exercises for all SAR personnel on a regular basis.
- ☐ Assist with the recruitment and training of SAR volunteers.
- ☐ Prepare and execute mutual aid agreements for SAR support.

PREPAREDNESS PHASE

- ☐ Develop and maintain emergency management plans, procedures and supplies as they relate to search and rescue.
- ☐ Maintain an up-to-date list of all available firefighting resources including equipment and personnel for search and rescue.
- ☐ Test, inspect and maintain all firefighting apparatus and resources on a regular basis.
- ☐ Maintain a stockpile of specialized SAR equipment and supplies in readiness condition.
- ☐ Maintain a list of SAR resources including but not limited to:

    - Mountain Rescue Service - Conway (activated by Fish & Game)
    - Underwater Divers (Fish & Game)
    - New England Canine (activated by Fish & Game)
    - Wolfeboro Police Department, Canine Unit
    - S.O.L.O. - Conway
    - Conway Village Fire Rescue - Swift Water Rescue Team
    - Boats (Marine Patrol)
    - Heavy Equipment Operators
    - Off Road Vehicles
    - Engineering Resources
    - Aircraft

RESPONSE PHASE

- ☐ Notify NH Fish & Game if the situation warrants.
- ☐ Notify Marine Patrol and/or NH Fish & Game for the recovery and investigation of water fatalities.
- ☐ Begin call up of all Fire Department personnel.
- ☐ Implement SOGs and mutual aid agreements as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) in close proximity to the search and rescue site.
- ☐ Stage the necessary resources as needed for the scope of the search, depending on the location and conditions on the ground.
- ☐ Forward pertinent information to the EMD who may request activation of the EOC and appropriate ESFs.
- ☐ The Fire Chief, or an appointed designee, will report to the EOC when requested by the Emergency Management Director and delegate the on-scene command of the department to the best qualified member.
- ☐ Establish communications with field command and control elements and other activated Lead and Support agencies.

RECOVERY PHASE

- ☐ Initiate recovery efforts when it is determined that the search and rescue operation is complete or the emergency conditions have stabilized or are improving.
- ☐ Ensure that all health and safety issues are resolved and that all individuals are rescued (or located) and provided with proper medical attention prior to full demobilization.
- ☐ Full demobilization would occur at the termination of incidents in the field and of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT/EMS

- ☐ Determine and mobilize resources, personnel and equipment that will be needed for SAR.
- ☐ Advise NH Fish & Game and/or Marine Patrol of any wilderness or water search and rescue event.
- ☐ Advise DNCR of any search and rescue events on state-owned land.
- ☐ Coordinate and initiate all wildland and water search and rescue operations until responsibility is assumed by NH Fish & Game, who will determine the need to call upon other communities and the State to assist in search and rescue activities.
- ☐ Coordinate the provision of resources to local and state search and rescue operations.

- ☐ Coordinate with Law Enforcement to provide manpower, equipment and technical assistance for large-scale search and rescue efforts.
- ☐ Provide health and medical services per *ESF #8, Health & Medical* to ensure the proper health and safety of emergency responders and victims.
- ☐ Request medical transportation as needed.
- ☐ Ensure the structural integrity of buildings and/or structures involved with search and rescue operations in coordination with other departments and/or agencies as needed.
- ☐ Coordinate with *ESF #1*, *Transportation* and *ESF #13*, *Public Safety & Law Enforcement*, to determine transportation and traffic control requirements.
- ☐ Coordinate with *ESF #13, Public Safety & Law Enforcement*, for security issues around the search site.
- ☐ Coordinate with *ESF #14, Volunteer & Donations Management*, for volunteer assistance in search and rescue if needed.
- ☐ Provide personal protective equipment for rescue personnel if warranted.
- ☐ Collect and maintain the following ESF status information to ensure inclusion in the Situation Report (SitRep) and report to the EMD:
    - Number of victim rescues attempted and completed
    - Status of rescue operations
    - Allocated and requested search and rescue resources
    - Status of critical areas. (i.e. staging and rehab areas)
    - Major *ESF #9* issues/activities
    - Staffing and resource shortfalls and unmet needs

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Support *ESF #9* by providing assistance as needed.
- ☐ Provide direction and control at the Emergency Operations Centers.
- ☐ Coordinate with the NH HSEM if the situation warrants.
- ☐ Coordinate with American Red Cross for mass care support for responders, victims and volunteers, per *ESF #6, Mass Care, Housing & Human Services.*

LAW ENFORCEMENT

- ☐ Coordinate with the Fire Department to provide manpower, equipment and technical assistance for large-scale search and rescue efforts.
- ☐ Establish a perimeter and provide access control to SAR sites.
- ☐ Determine and mobilize resources, personnel and equipment that may be needed.
- ☐ Determine and control transportation and traffic control requirements.
- ☐ Provide investigative services in missing person's cases and/or criminal offenses.

STEWART'S AMBULANCE

- ☐ Provide medical treatment as needed and available.
- ☐ Provide medical transportation for the Town of Wolfeboro.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Support *ESF #9* by providing personnel, engineering, equipment and other resources to assist in search and rescue.
- ☐ Assist with traffic control and security of the search area as needed and available (barricades, man power, etc.).

WOLFEBORO CENTRAL DISPATCH

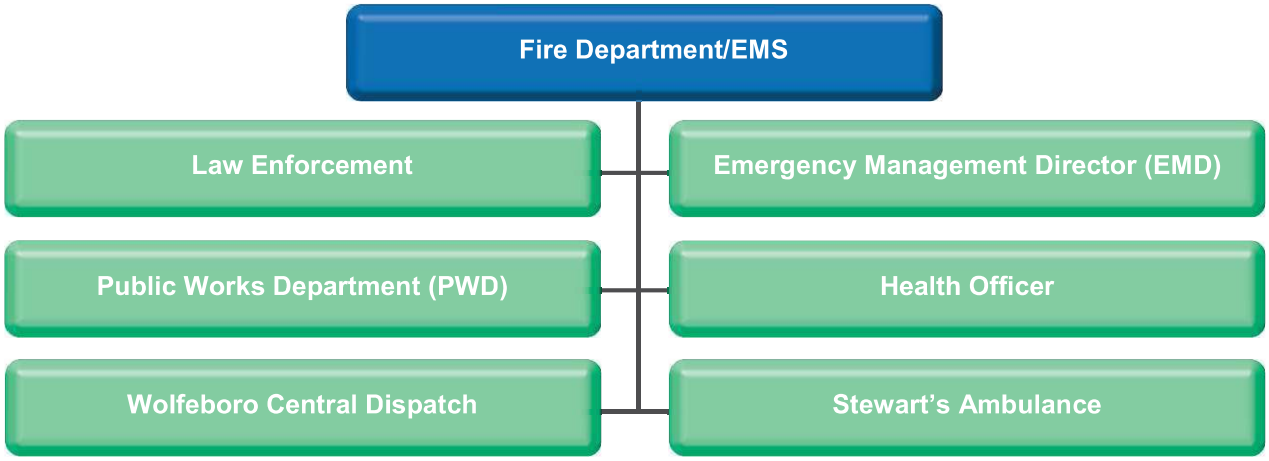
- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office dispatch.

ESF #10: HAZARDOUS MATERIALS

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

ESF #10 provides a coordinated local response and mitigation of the potential effects of a hazardous materials incident resulting from a natural, human-caused, technological disaster or a terrorist incident.

This ESF will use the term Hazardous Material (HazMat) in a broad sense to include explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials that, when involved in an incident and released in sufficient quantities, put some portion of the general public in immediate danger from exposure, contact, inhalation, or ingestion.

SCOPE

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

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Town of Wolfeboro may at some time experience a hazardous materials situation that would require emergency response, assessment, containment, cleanup and post-incident inspection. The following is the situation in Wolfeboro:

- Hazardous materials are found throughout Wolfeboro. These materials pose a threat at fixed facilities, in transportation and in storage. When accidental or intentional releases of hazardous materials occur, local emergency response must be prepared to respond to protect the public, emergency responders, the environment and property.

- Some businesses and institutions in the Community (i.e. Wolfeboro Oil & Propane Company; PSI Molded Plastics and Huggins Hospital) use and store hazardous materials in day-to-day operations.

- Minor spills resulting from motor vehicle accidents and other sources are handled routinely by the Fire Department.

- Federal law requires the use of the Incident Command System at all HazMat incidents.

- The NH National Guard can be requested to assist with decontamination using their mobile decon capabilities.

- Although members of the Fire Department have received training in HazMat Response, the Fire Department can only guarantee a defensive response to a HazMat incident and decontamination for response personnel.

- The Lakes Regions Household Hazardous Facility maintains a hazardous material building to receive household hazardous waste and small quantity generators of hazardous waste; non-regulated hazmat can be stored at the facility by the Fire Department and other town departments.

PLANNING ASSUMPTIONS

The Town of Wolfeboro assumes the initial responsibility for the assessment and emergency response to a hazardous materials incident. The Town further assumes that life, property and the water supply could be threatened by a hazardous materials incident depending on the location of the hazard. Further broad assumptions include the following:

- Local, state, federal and private organizations will respond with equipment, resources and technical assistance upon request from the Town.

- Facilities involved in the use, storage and transportation of hazardous materials will cooperate with the Town in preparing for the response to HazMat releases.

- Once local jurisdictions have exhausted all of their resources, state and federal resources may be made available.

- Several HazMat incidents may occur simultaneously following a major disaster such as an earthquake.

CONCEPT OF OPERATIONS

GENERAL

Hazard materials incidents require specific guidelines and procedures to not only ensure the safety of the public but also to ensure the safety of emergency responders. Standard HazMat Operating Procedures and Best Practices form the basis for response to a hazardous materials incident.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Fire Department will notify the EMD who will activate ESF Support Agencies as needed. Components of the organization for *ESF #10* may include Staging Areas, Law Enforcement, Sheltering and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ On an annual basis receive and maintain any Tier II data reporting information on hazardous materials used and stored in Wolfeboro for use in emergency planning.
- ☐ Train emergency personnel and provide protective equipment.
- ☐ Identify response resources for HazMat response and recovery.
- ☐ Meet periodically with facilities that use or store hazardous materials to ensure that they are stored properly.
- ☐ Make arrangements for facilities that utilize hazardous materials to obtain building plans.

PREPAREDNESS PHASE

- ☐ Develop and maintain emergency management plans, procedures and supplies as they relate to HazMat.
- ☐ Maintain an up-to-date list of all available firefighting resources including equipment and personnel.
- ☐ Test, inspect and maintain all firefighting apparatus and resources on a regular basis.
- ☐ Maintain all HazMat equipment for readiness.
- ☐ Maintain a list and stockpile of HazMat resources and specialized supplies.

RESPONSE PHASE

- ☐ Notify state and regional resources if the situation warrants (i.e., NH Department of Safety, NH Department of Environmental Services, any company manufacturers, US EPA).
- ☐ Begin call up of all Fire Department personnel.
- ☐ Implement SOGs and mutual aid agreements as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) in close proximity to the HazMat site.
- ☐ Stage the necessary resources as needed for the scope of the event, depending on the location and conditions on the ground.
- ☐ Forward pertinent information to the EMD who may request activation of the EOC and appropriate ESFs.
- ☐ In coordination with the EMD, establish evacuation, sheltering, selective sheltering and shelter in place depending on the situation through *ESF #6, Mass Care, Housing & Human Services.*
- ☐ Establish the need for decontamination and/or medical treatment through *ESF #8, Health & Medical*.
- ☐ The Fire Chief, or an appointed designee, will report to the EOC when requested by the Emergency Management Director and delegate the on-scene command of the department to the best qualified member.
- ☐ Establish communications with field command and control elements and other activated Lead and Support agencies.

RECOVERY PHASE

- ☐ Recovery will begin when all HazMat releases are isolated, cleanup has begun and it is considered safe for citizens to re-enter peripheral areas.
- ☐ Recovery would occur when all hazardous materials have been cleaned to the extent that they no longer pose a threat to human, animal or environmental health and when personnel have been decontaminated and the damage has been assessed.
- ☐ Full demobilization would occur at the termination of incidents in the field and of the operational elements at the local EOC.

MITIGATION PHASE

- ☐ Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT/EMS

- ☐ Control the event by isolating the incident and denying entrance until a time at which specialized teams arrive to assume a Unified Command.
- ☐ Establish zones for controlling contamination (hot, warm and cold zones).
- ☐ Contact the Ossipee Valley HazMat Team who will contact the Fire Marshal and others if additional resources are needed.
- ☐ Request medical transportation as needed.
- ☐ Determine affected area and protective actions and restrict access to affected areas.
- ☐ In coordination with other departments, ensure the structural integrity of buildings and/or structures involved in a hazardous materials incident.
- ☐ Ensure that response personnel wear appropriate clothing and personal protective equipment.
- ☐ Coordinate with *ESF #1, Transportation and ESF #3, Public Works & Engineering*, during HazMat scenarios that involve transportation incidents to obtain resources and information about the transportation system and highway and weather conditions.
- ☐ 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.
- ☐ Coordinate with *ESF #8, Health & Medical,* to ensure the health and safety of the general public and response personnel.
- ☐ Perform or assist in decontamination.
- ☐ Assess damage to equipment and facilities if necessary.
- ☐ Compile records of events and related costs.
- ☐ Determine liability and recovery costs from responsible private parties or the State and Federal Governments.
- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
    - Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal)
    - Status of evacuation or shelter-in-place orders and personal protective actions
    - Staffing and resource capabilities, shortfalls and unmet needs
    - Allocation of HazMat resources
    - Status of operation facilities (i.e. staging areas, fixed/mobile command posts)

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Support *ESF #10* by providing assistance as needed.
- ☐ Provide direction and control at the Emergency Operations Center.
- ☐ Coordinate with NH HSEM for additional resources as needed.

Law Enforcement

- ☐ Establish a perimeter and coordinate the provision of site security and access control during hazardous material operations.
- ☐ Control traffic around the incident site(s).
- ☐ Assist with the evacuation of affected areas if needed.

Public Works Department (PWD)

- ☐ Provide heavy equipment and materials for spill containment.
- ☐ Provide or obtain engineering resources to support the situation.
- ☐ Provide personnel as needed and available.
- ☐ Isolate storm drains in the release area to prevent water contamination.
- ☐ Take necessary precautions to prevent contamination of the public water supply.

Health Officer

- ☐ Ensure the health and safety of volunteers, including health risk assessment, injury prevention and mental health services.
- ☐ Provide and assist in the dissemination of public health personal protective actions as needed per *ESF # 15, Public Information*.
- ☐ Ensure sanitation measures and the safety of the public's food and water.

Stewart's Ambulance

- ☐ Provide medical treatment as needed and available.
- ☐ Provide medical transportation for the Town of Wolfeboro.

Wolfeboro Central Dispatch

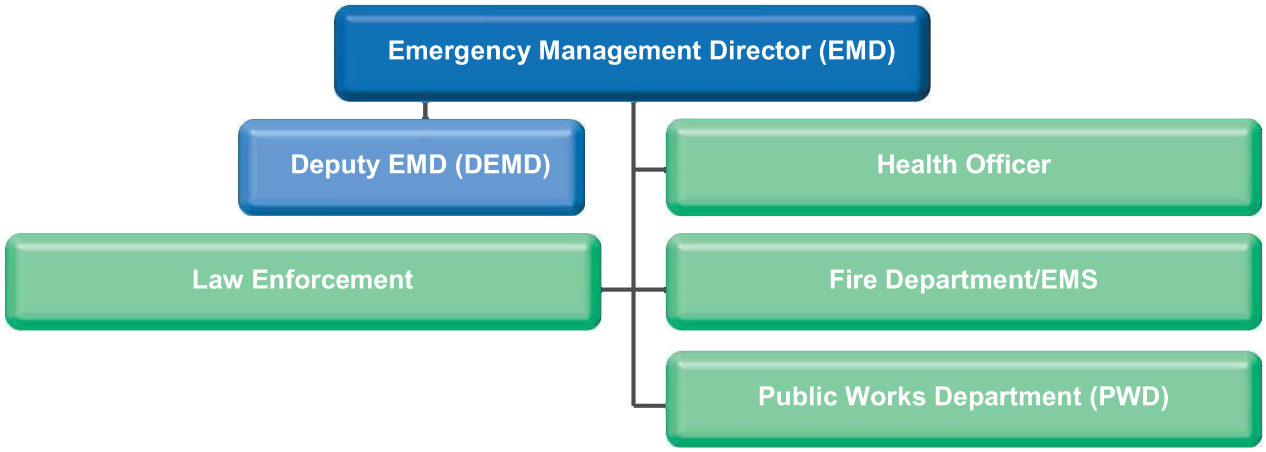
- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

ESF #11: AGRICULTURE, NATURAL & CULTURAL RESOURCES

GENERAL DESCRIPTION:

ESF #11 addresses concerns regarding agricultural functions during disaster or emergency situations as well as the effect of an incident upon the natural and cultural resources of the Town. These concerns include: assessment and surveillance of agriculture needs within affected areas; provision of agriculture-related services and supplies; identification and application of appropriate agriculture assistance programs; and obtaining and delivering emergency food supplies. In addition, this ESF is responsible for the care and well-being of large animals and livestock during an incident.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of *ESF #11* is to support state and local authorities' efforts to respond to incidents caused by all-hazards, including: providing evacuation of livestock, controlling and eradicating outbreaks of highly contagious or economically devastating animal or zoonotic diseases (i.e. transmitted between animals and people); coordinating with *ESF #6, Mass Care, Housing & Human Services* and *ESF #8; Health & Medical* to ensure the safety and security of the commercial food supply; protecting natural and cultural resources; and providing for the safety of livestock during an emergency.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

Should a significant natural or human-caused emergency occur, it could quickly overwhelm local government resources and their capability to provide necessary services, leading to a disaster situation. Such an emergency necessitates a plan to mitigate the situation utilizing state and/or federal assistance.

An emergency of this magnitude will pose a threat to the residents and visitors of the Town and the State and to all facets of New Hampshire agriculture and economy. Such emergencies could involve crops, agricultural wastes/discharge, nurseries, pesticides, orchards, maple groves, animal feeds, animal welfare, injured/displaced animals, dead animals, zoonotic disease, public health, wild animal, natural resource and other related issues. These emergencies could also place the Town and the State's economy and access to food at risk. In addition, the cultural resources of Wolfeboro and New Hampshire could be jeopardized or significantly affected during an emergency incident.

Local, state, private sector, and volunteer agencies that are assigned responsibilities involving emergency agriculture and natural resource issues are expected to have established operating procedures specifying their emergency support actions; these agencies should also be able to communicate and coordinate actions in an emergency to best utilize available capabilities.

The Town of Wolfeboro has a part-time Animal Control Officer (ACO), if needed the ACO will call in professional services. The nearest humane society (Lakes Region Humane Society in Ossipee) and local veterinarians (Winter Harbor Veterinarian Hospital in Wolfeboro, Alton Veterinary Clinic in Alton and the Kindness Animal Hospital in Ossipee) may be available to assist during an emergency.

Several cultural and natural resources in Wolfeboro may require aid at the time of an emergency including, but not limited to:

- **Cultural**
    - Brewster Hall (Town Hall – on the National Register)
    - Libby Museum
- **Natural**
    - Lake Winnipesaukee
    - Crescent Lake
    - Wentworth Lake
    - Rust Pond
    - Sargents Pond
    - Upper Beech Pond
    - Outdoor Recreation

PLANNING ASSUMPTIONS

In a wide-spread disaster, the domestic animal populations could be subject to hunger, illness, lack of water and displacement from their usual environments. These circumstances could lead to poor animal health and disease and could then become a threat to local agriculture and the human population.

Other planning assumptions for *ESF #11* include, but are not limited to, the following:

- An emergency or disaster may adversely affect agricultural livestock or poultry; domestic plants or crops; and/or the wild flora or fauna.
- Lives of animals may be threatened; the disruption of evacuation or the interruption/destruction of the various businesses involving animals may occur.
- Substantial damage to domestic or wild plants/crops could have a significant and long-lasting negative impact on the economy through the disruption of the food supply, trade, and tourism.
- Natural or human-caused disasters may negatively impact wild or domestic plants/crops; the various animal industry and companion animal populations; and/or wildlife populations.
- A natural, accidental, or intentional (agro terrorism) introduction of a disease may threaten domestic and/or wild animals or plants.
- Any zoonotic disease, naturally occurring or intentionally introduced, may threaten public health as well as animal health.
- Efficient response and recovery efforts will aid the rapid return to economic soundness of the livestock, poultry, and/or companion animal industries; of agronomic and horticultural crops; and of wild flora and fauna. Such response will also afford public health protection, and support the benefit of the human-animal bond of companion animals in the human recovery process following a disaster.
- Activities associated with the ongoing protection, preservation, conservation and rehabilitation of natural and cultural resources are crucial to economic and human well-being and the cultural significance of the Community and State.

CONCEPT OF OPERATIONS

GENERAL

ESF #11 will be organized and operate as a team, although divided into four primary functions:

Primary Function	Coordinated by	Main Phone
1) Responding to animal and plant diseases and pests	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551
2) Ensuring the safety and security of the commercial food supply	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551
	NH Department of Health & Human Services (DHHS)	(603) 271-9200
3) Protecting natural and cultural resources	NH Department of Cultural and Natural Resources (DNCR)	(603) 271-2392
	NH Archives and Records Management	603-271-2236
4) Providing for the safety and well-being of livestock	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551

A Unified Command will be used to the greatest extent possible to manage *ESF #11* assets in the field due to the number and variety of government and private sector organizations that may be involved.

If criminal or terrorist activity is suspected in connection with a disease event, the NH State Police will be advised immediately. They will work closely with the responding veterinary or plant diagnostics staff to ensure the proper handling and packing of any samples and their shipment to the appropriate research laboratory for testing and forensic analysis.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD will activate this ESF and notify Support Agencies as needed. Components of the organization for *ESF #11* may include a Joint Operations Center, a Unified Command, Evacuation, Staging, Reception and Sheltering, Specialized and Mutual Aid Teams such as the NH Disaster Animal Response Team (DART), private contractors and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Develop and maintain a database of locations and contact information for animal and agricultural premises, cultural and natural resources, including supporting industries, veterinary medical and non-medical volunteers and agencies that will provide care and rescue assistance.
- ☐ Pre-identify arrangements for evacuation, including routes and host sites for the domestic large-animal population.

- ☐ Encourage residents with animals to establish their own personal animal disaster plan in advance.
- ☐ Work with DNCR, arborists and foresters to learn how to identify invasive forest species and how to assess tree damage following an ice storm or wind event, etc.

PREPAREDNESS PHASE

- ☐ Develop and maintain a list of emergency animal shelters and confinement areas for livestock and poultry in the Community or nearby.
- ☐ Coordinate with *ESF #14, Volunteer & Donations Management*, concerning storage of animal and plant-related donated goods preceding a known disaster.
- ☐ Maintain personnel and equipment in a state of readiness.
- ☐ Stage resources in known or anticipated areas of need.
- ☐ Develop procedures to protect the public from communicable diseases.

RESPONSE PHASE

- ☐ The EMD will activate the EOC if necessary and determine the need to activate *ESF #11.*
- ☐ Coordinate with state, federal or private organizations that are needed to assist with *ESF #11.*
- ☐ Provide a needs assessment outlining the urgency of the situation and the staff and equipment needs.
- ☐ Coordinate the assignments of veterinary personnel to assist in delivering on-going animal control and health care to sick/injured or abandoned animals and performing veterinary preventative medicine activities.
- ☐ Suspend operations of meat, poultry, and egg-processing plants as appropriate (beef and dairy farms in the Town).

RECOVERY PHASE

- ☐ Demobilization of this ESF will occur when:
  - Site remediation and restoration is complete.
  - Lost or damaged equipment and personnel injuries are identified and tracked.
  - An extended monitor period has been established.
  - A detailed cost accounting has been documented.
  - The operational elements at the EOC have been terminated.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Contact State Emergency Management if the situation warrants.
- ☐ Coordinate resources and provide support to state and federal agencies, as required.
- ☐ Define incident level and activate appropriate team members.
- ☐ Determine response needs and available resources.
- ☐ Coordinate with *ESF #15, Public Information*, for the release of public information regarding animal health issues.
- ☐ Coordinate with *ESF #2, Communications & Alerting* to establish and maintain communications with field operations, as necessary.
- ☐ Coordinate with *ESF #3, Public Works & Engineering* to assist in the disposal of animal carcasses and site remediation and to identify means of transportation for large and small animals.
- ☐ Coordinate shelter operations for large animals including livestock.
- ☐ Maintain records of costs incurred during emergency response and determine if costs are eligible for reimbursement by the federal government, state government or other responsible parties.
- ☐ Collect and maintain the following ESF status information and coordinate with *ESF #5, Emergency Management*, to ensure inclusion into the Situation Report (SitRep):
    - Status of quarantine areas, containment and disposal efforts
    - Statistical Information such as:
        - Number of Animals Culled/Destroyed (domestic)
        - Number of Infected Farms/Operations
        - Number of animals sheltered, treated, rescued and identified
        - Collateral Impacts (e.g., crops)
    - Allocated resources and unmet needs

SUPPORT AGENCIES

DEPUTY EMD (DEMD)

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

LAW ENFORCEMENT

- ☐ Provide protective perimeter in areas that are known to require quarantine.
- ☐ Provide security to protect quarantined areas.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Work with town officials to identify possible burial sites for animals on town or private land.
- ☐ Assist with the disposal of large animal carcasses to disposal sites.
- ☐ Provide heavy equipment and personnel to assist in the implementation of this ESF.

FIRE DEPARTMENT/EMS

- ☐ Provide appropriate personal protective equipment and clothing when necessary.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Request medical transportation as needed.

HEALTH OFFICER

- ☐ In conjunction with state and local authorities, coordinate with *ESF #8, Health & Medical* regarding issues such as public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.
- ☐ Coordinate triage and assume authority for decisions on medical assistance and mutual aid.
- ☐ Perform on-site evaluation(s) by conducting shelter inspections to ensure the health, safety and well-being of animals.
- ☐ Coordinate with the State Veterinarian at the Department of Agriculture if the emergency involves a foreign animal disease outbreak.
- ☐ Coordinate agriculture and animal health resources, as needed, to support local operations.
- ☐ Assist the State Veterinarian with quarantine or restrict animal movement, when necessary, for disease control and observation.
- ☐ Assist with the disposal of pet or wild animal carcasses.

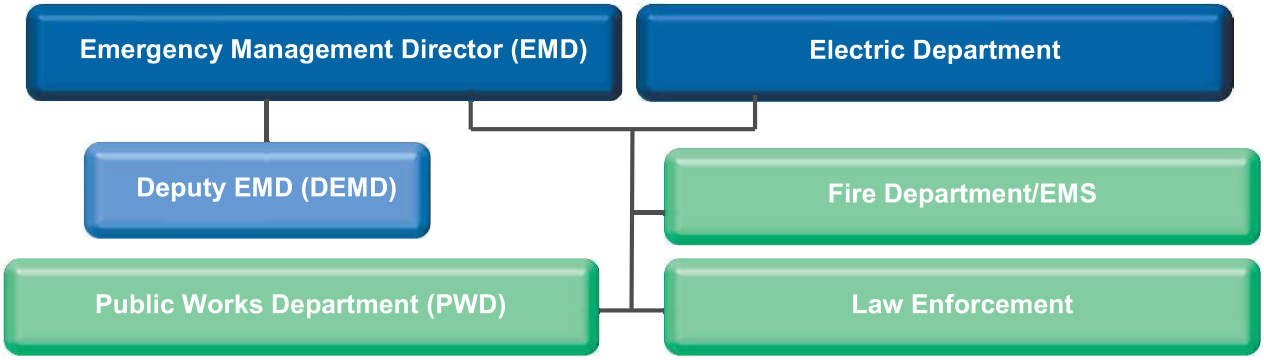
PAGE INTENTIONALLY LEFT BLANK

ESF #12: ENERGY

General Description and Agencies

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

The purpose of *ESF #12* is to provide a coordinated response in the restoration of energy services in a disaster area in order to save lives and protect health, safety and property and to carry out other emergency response functions.

SCOPE

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

Situation and Planning Assumptions

SITUATION

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

There is one utility supplying electrical power to Wolfeboro; the Wolfeboro Electric Department. The Town of Wolfeboro imports all its energy resources other than wood. Mutual aid is provided through the Northeast Public Power Association, a coalition of communities throughout New England with their own electric departments.

PLANNING ASSUMPTIONS

The Town of Wolfeboro assumes that a significant hazard or disaster may occur at any time and depending on the incident, could result in extended power failure and a decrease in the availability of fuel and other energy sources. The Town also assumes that a collaborative effort by all agencies and, if needed, help from outside sources such as private companies, other communities and the State can help emergency responders, the general public and their properties remain safe during a disaster.

Other planning assumptions:

- A severe natural disaster or other significant event can sever electrical power, constraining supply in impacted areas, or in areas with supply links to impacted areas and also affect firefighting, transportation, communication and other lifelines needed for public health and safety.
- There may be a widespread and/or prolonged electric power failure.
- There may be hoarding of fuel in the event of a fuel shortage.
- A prolonged power outage during the winter months may require evacuation of residents.
- Energy emergencies may result in:
    - Impaired provision of services essential for health and safety.
    - Reduced hours of operation of all sectors of the economy.
    - Reduced travel and transportation of goods.
- A long-term power outage will have secondary effects, such as fuel and food shortages. Perishable food storage will be limited to facilities with standby generators.
- Electricity is produced using several types of fuel; a shortage of any one of the primary fuels could impact the availability of other fuels and also could affect the adequacy of the supply to electric customers in Wolfeboro.
- Public water supplies in the Town could be affected during a power outage or fuel shortage; however the public water supply does have generation.
- Private water supplies will be affected during a power outage, as power is required to operate pumps.
- Hazardous conditions may delay energy system restoration.
- Transportation, media and telecommunications could be affected.
- In the event of a long-term power outage, it may be necessary to provide transportation for residents who require power for home health care to go to health care facilities with backup power systems.

- A long-term power outage will require the disposal of food in stores, restaurants and homes. The Health Officer will work with the NH Department of Public Health-Bureau of Food Protection to determine the need to dispose of food in such a situation.

CONCEPT OF OPERATIONS

GENERAL

ESF #12, following a disaster and once activated, will assess fuel and electrical power damage, energy supply and demand and assist in identifying requirements for restoration.

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD and the Electric Department will activate ESF Support Agencies as needed. Components of *ESF #12* may include Evacuation (if there is an extended period of power loss), Staging, Sheltering, Fire Prevention and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agencies (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

☐ Pre-identify critical public facilities requiring uninterrupted power or priority restoration during emergencies or disasters. Critical facilities in Wolfeboro include, but may not be limited to:

- The Public Safety Building (Fire, Police & Primary EOC)
- Town Hall and Annex (Town Government)
- Kingswood School Complex (Primary Shelter)
- The Wolfeboro Public Works Department Garage (Fuel)
- The Electric Department (Electricity)
- Huggins Hospital (Medical)
- Brewster Academy
- Senior centers, nursing homes and assisted living complexes with vulnerable populations
- Vulnerable populations who need power for health needs
- Private contractors who may be able to provide emergency fuel
- Fueling facilities such as NH DOT and local gas stations that are commonly used by emergency response personnel.

☐ Develop protocols with utility providers to ensure information is shared during an emergency; identify a single point of contact at the Wolfeboro Electric Department.

☐ Maintain and keep an up to date a list of energy resources.

- ☐ Department heads will coordinate with the Town Manager to develop a maintenance program for generators at key critical facilities.
- ☐ The Wolfeboro Electric Department will work to ensure that rights of ways are maintained to minimize power disruptions.

PREPAREDNESS PHASE

- ☐ Maintain generators for emergency back up at key facilities, if available.
- ☐ Pre-develop energy conservation protocols outlining requirements for the reduction of power usage.

RESPONSE PHASE

- ☐ The Electric Department Director, or his assigned designee, will coordinate directly with the power companies to perform a needs assessment and to determine timelines for power restoration.
- ☐ The EMD will coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to impacted areas (i.e. building temporary roads into an affected area).
- ☐ The Public Works Department, the Electric Department, the Fire Department and Law Enforcement will conduct an immediate survey of streets to determine if downed trees, limbs and power lines require the closure of roads.

RECOVERY PHASE

- ☐ Demobilization of this ESF will occur when:
    - All energy related issues are resolved and power is restored to major areas of the Town.
    - All transportation routes are deemed safe for travel.
    - The energy shortage has subsided.
    - Any persons sheltered as a result of long-term power failure have returned to their homes.
    - A detailed cost accounting has been documented
    - The operational elements at the EOC have been terminated.

MITIGATION PHASE

- ☐ Post-demobilization, the EMD, the Electric Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the EMD, the Electric Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

CO-LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ In coordination with the Electric Department provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property and to carry out other emergency response functions.
- ☐ With the Electric Department, assess fuel and electrical power damage, energy supply and demand and assist in identifying requirements and priorities for restoration.
- ☐ Make recommendations regarding rationing or limiting the use of energy resources.
- ☐ Provide public information on power outages and protective actions through *ESF #15, Public Information* to include measures such as:
    - Education and conservation guidance to the public
    - Proper operation and connection of standby generators
    - Shelter and mass care information
    - Dangers of downed power wires
    - Closed roads
    - Proper disposal of perishable goods
    - Estimated length of the outage or shortage
    - Rationing and conservation of fuel supplies

ELECTRIC DEPARTMENT

- ☐ Provide damage assessment and provide this information to the EMD.
- ☐ With the EMD, provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property and to carry out other emergency response functions.
- ☐ Coordinate with *ESF #1, Transportation*, for the transport of critical energy supplies.
- ☐ With the EMD, assess electrical power damage, energy supply and demand and assist in identifying requirements and priorities for restoration.
- ☐ Coordinate regularly with utilities to determine utility status, customers and areas affected and to determine that response, repair and restoration actions are being undertaken.
- ☐ With the EMD, make recommendations regarding rationing or limiting the use of energy resources.
- ☐ Provide public information on power outages and protective actions through *ESF #15, Public Information* to include measures such as:
    - Education and conservation guidance to the public
    - Proper operation and connection of standby generators
    - Dangers of downed power wires
    - Closed roads
    - Estimated length of the outage or shortage

- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep):
  - Status of energy systems
  - Status of Critical Facilities
  - Number of residents without energy
  - Staffing and resource capabilities, shortfalls and unmet needs

SUPPORT AGENCIES

DEPUTY EMD (DEMD)

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

FIRE DEPARTMENT/EMS

- ☐ Assist with traffic control and fire suppression for and around downed power lines.
- ☐ Assist the general public with the proper use of generators as available.
- ☐ Provide medical treatment per *ESF #8, Health & Medical*.
- ☐ Request medical transportation to medical facilities for individuals who require power for home health care.
- ☐ Provide for the safety of energy personnel, equipment and critical facilities as necessary.
- ☐ Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

LAW ENFORCEMENT

- ☐ Provide for traffic control near downed power lines.
- ☐ Provide security and enforce rationing at public fuel distribution locations.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Provide damage assessment and provide this information to the EMD.
- ☐ Assist with traffic control near downed power lines, as available.
- ☐ Identify locations that can be used for debris storage and/or disposal.
- ☐ Track the use of all personnel and equipment used for possible future reimbursement.
- ☐ Provide assistance with transportation, debris removal and other needs to assist utilities.
- ☐ Clear roadways of debris, snow and other obstacles for power restoration.

EQUIPMENT INVENTORY LIST – *ESF #12, ENERGY*

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
ME-2	Bucket Truck International		Middleton Rd.	Diesel	
ME-3	Bucket Truck International		Middleton Rd.	Diesel	
ME-4	Pole Digging Truck International		Middleton Rd.	Diesel	34.15
ME-6	Ford F350 Pick-up (4x4)		Middleton Rd.	Diesel	17.65
ME-1	Chevrolet Silverado 2500 Pick-up (4x4)		Middleton Rd.	Gas	12.3
ME-5	Chevrolet Colorado Pick-up (4x4)		Middleton Rd.	Gas	12.3
ME-7	Chevrolet Colorado Pick-up (4x4)		Middleton Rd.	Gas	12.3
ME-8	Chevrolet Colorado Pick-up (4x4)		Middleton Rd.	Gas	12.3
ME-9	Chevrolet Colorado Pick-up (4x4)		Middleton Rd.	Gas	12.3
ME-14	ATV Kubota		Middleton Rd.	Diesel	14
ME-16	Forklift Toyota	12,000	Middleton Rd.	Diesel	18.5
ME-10	Trailer SAUE		Middleton Rd.		
ME-12	Trailer FWD		Middleton Rd.		
ME-Boat	Lund Boat		Town Dock (In Season)	Gas	
ME-11	Loadrite Boat Trailer		Middleton Rd.		

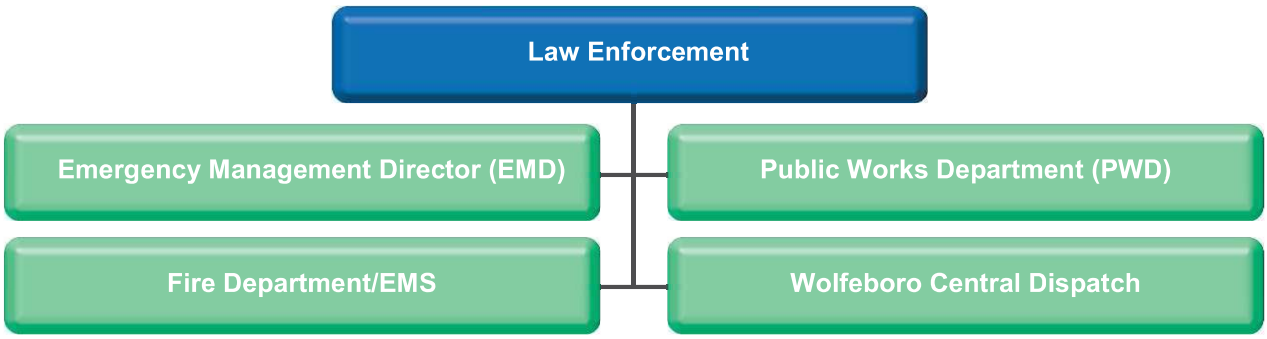
PAGE INTENTIONALLY LEFT BLANK

ESF #13: PUBLIC SAFETY & LAW ENFORCEMENT

General Description and Agencies

ESF #13 addresses response and recovery activities and can include the following: maintaining law and order within legal authority; assisting with the dissemination of alerts, warnings and notifications; coordinating law enforcement activities from EOCs and command centers as needed to manage resources and personnel; staffing for roadblocks, traffic control points and other sites; conducting law enforcement investigations; providing evacuation/relocation support; providing communications to Support Agencies; supporting the relocation and temporary detention of persons confined to correctional and/or high risk institutions; and maintaining and protecting logs, records, digests and reports essential to government and emergency operations.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



Introduction

PURPOSE

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

SCOPE

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

Situation and Planning Assumptions

SITUATION

The Police Department staffs a full-time Chief, 13 full-time and three part-time officers and four other non-sworn personnel. The Police Chief serves as the operational and administrative head of the department. The Wolfeboro Police Department operates on a full-time basis and is supported by the NH State Police and the Carroll County Sheriff Office. The Department is as well-equipped as any community of comparable size, but due to the size and make-up of the department, additional personnel may not be available at the time of an emergency and outside resources will be required.

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

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

PLANNING ASSUMPTIONS

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

It is further assumed that:

- Disasters and emergencies naturally bring out the curiosity of people in areas both affected and non-affected. The uncontrolled inward flow of unauthorized people is detrimental to the efficient handling of traffic flow in affected areas.
- The flow of emergency personnel and equipment into affected areas is often uncontrolled and may lead to bottlenecks and gridlocks.
- Following a disaster, individuals may enter into an area and engage in looting, armed robbery, arson and other criminal activity.
- Citizens in an affected area may feel that security is not adequate and so be reluctant to evacuate.
- Law enforcement priorities will be based on the life safety of emergency responders and the public, protection of critical infrastructure and facilities and arrest and detainment of law breakers.
- During a disaster, non-emergency calls for service may be deferred or delayed.
- Law enforcement support may be needed for the control of evacuation traffic and for community reception and care facilities.

CONCEPT OF OPERATIONS

GENERAL

Law enforcement and security will be initiated at the lowest operational level by the Police Department. The NH State Police, Troop E, the Carroll County Sheriff's Office and area Police Departments may be called upon to augment the Wolfeboro Police Department.

Response actions for a terrorism event are predominately law enforcement oriented and address both initial and continuing actions associated with the terrorist event. Response and recovery actions to terrorist events will be conducted in accordance with established policies, plans, procedures and guides.

The Wolfeboro Police Department will maintain the Town's lead responsibility for response management to threats or acts of terrorism until a time at which state, federal and regional agencies establish a Unified Command. The Wolfeboro Police Department, in coordination with the EMD and other Support Agencies, will have the responsibility for all recovery actions. An act of terrorism exceeding the local capability to resolve automatically goes to the state level for assistance. It is likely that in a terrorism event, state and federal agencies will quickly assume control.

Specialized teams that may be available to the Wolfeboro Police Department for emergency events, including terrorism, include but are not limited to:

- Wolfeboro Technical Crash Reconstruction Team
- Carroll County Attorney's Office
- NH Drug Task Force
- NH Fish & Game
- NH Forest & Lands (DNCR)
- NH Marine Patrol (Department of Safety)
- NH National Guard
- NH State Fire Marshal
- Carroll County Sheriff's Department
  - Mobile Communications
  - Canine Unit
- NH State Police Troop E
  - Canine Unit
  - Explosive Ordinance Disposal (EOD) (Concord)

Law Enforcement operates under the following authorities: Stafford Act (42 U.S.C. 5121); RSA 105: 13; RSA 48:11-a (extended police authority for in state mutual aid); RSA 105:13A (extended out-of-state police authority). For more information, see Chapter 9 of this Plan.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, Law Enforcement will activate ESF Support Agencies as needed. Components of *ESF #13* may include Criminal Investigation, Unified Command, Traffic Control and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ Develop procedures for providing assistance to and requesting assistance from other law enforcement agencies during emergencies.
- ☐ Develop traffic control plans for special and regional events.
- ☐ Develop and maintain Standard Operating Procedures (SOPs) for emergency conditions.
- ☐ Obtain funding and pursue grants to provide the proper equipment for emergency response.

- ☐ Discuss the use of security cameras at public buildings including the Town Hall and the School.
- ☐ Research the use of CopSync or R.A.V.E for the School for use during violent intruder situations.

PREPAREDNESS PHASE

- ☐ Develop procedures for coordinating activities with the Public Works Department during major emergencies to ensure personnel know which routings are being utilized.
- ☐ Inspect and maintain all equipment, vehicles and radios.
- ☐ Ensure an adequate supply of fuel for emergency response vehicles.
- ☐ Assist the schools with emergency planning and response.
- ☐ Practice fire and evacuation drills with the schools on a regular basis.
- ☐ Establish SOPs for active shooter response as it relates to not only school situations, but also violent intruders at other establishments and events.

RESPONSE PHASE

- ☐ Unless otherwise instructed, request that responding police personnel report to the police station and await assignment.
- ☐ The on-duty officer will continue to perform duties that he/she feels necessary until instruction is received from a ranking officer.
- ☐ Establish necessary communications with field personnel, assessing the overall law enforcement needs and response capabilities and notify the Support Agencies and the EMD.

RECOVERY PHASE

- ☐ In the post-disaster recovery period, Law Enforcement will perform the following functions:

    - Provide security for disaster-affected areas to prevent vandalism and looting.
    - Perform traffic control for return of evacuees.
    - Provide access control for affected areas.
    - Report preparation and documentation of costs.

- ☐ Demobilization of this ESF would occur when:

    - Law enforcement and security needs are fully met by the affected primary jurisdiction.
    - When activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction.

MITIGATION PHASE

- ☐ Post-demobilization, Law Enforcement and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) Law Enforcement and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

LAW ENFORCEMENT

- ☐ Enforce all laws, orders, ordinances and regulations.
- ☐ Manage and coordinate law enforcement requirements in support of the incident/emergency.
- ☐ Begin call-up off-duty police personnel and disburse personnel and equipment to strategic locations to augment law enforcement capabilities.
- ☐ Activate the necessary procedures and plans to respond to an active shooter situation in coordination with the SAU's Emergency Operations Plan and other responders.
- ☐ Report to the EOC when requested by the EMD.
- ☐ Develop a traffic control plan as necessary for each incident and establish manned-traffic control points with the Fire Department and the Public Works Department.
- ☐ Coordinate the use of other police agency and non-police agency personnel in traffic control operations during emergencies.
- ☐ In coordination with *ESF #3, Public Works & Engineering*, determine whether specific road blocks should be manned or barricaded.
- ☐ Request additional assistance and coordinate provision of manpower, equipment, and/or technical expertise in cooperation with the County Sheriff's Department, the State Police, the Special Operations Unit and Mutual Aid Departments to assure the continuity of law enforcement.
- ☐ Coordinate resources and provide support to state and federal agencies in response to terrorist incidents/attacks, as needed.
- ☐ Provide security measures and crowd control in the affected areas as personnel become available, including but not limited to:
    - The immediate area of the incident
    - Pre-identified sensitive/target sites
    - Critical infrastructure and key resources
    - The Emergency Operations Center (EOC)
    - Damaged and/or evacuated areas
    - Shelter locations
- ☐ Assist in public warning and alerting procedures through *ESF #2, Communications & Alerting.*
- ☐ Investigate violations of state, federal and local laws and refer information to appropriate agencies for prosecution if necessary.
- ☐ Work with state, federal and other local agencies to prevent and investigate terrorism.
- ☐ Ensure that an Incident Action Plan is developed as appropriate and that it is coordinated with *ESF #5, Emergency Management*, for inclusion into the Situation Report (SitRep).

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Contact State Emergency Management if the situation warrants.

Fire Department/EMS

- ☐ Provide operational support and resources in support of *ESF #13*.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Request medical transportation as needed.
- ☐ Assist Law Enforcement with the establishment and manning of traffic control points.

Public Works Department (PWD)

- ☐ Provide operational support and resources in support of *ESF #13*.
- ☐ Maintain an inventory of barricades, signs, and other traffic control devices in coordination with the Police and Fire Departments.
- ☐ Provide road signage and barricades as available and as needed.
- ☐ Assist Law Enforcement with the establishment and manning of traffic control points.
- ☐ Provide the necessary equipment and manpower to keep roadways free of debris and/or dangerous materials.

Wolfeboro Central Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

Equipment Inventory List – ESF #13, Public Safety & Law Enforcement

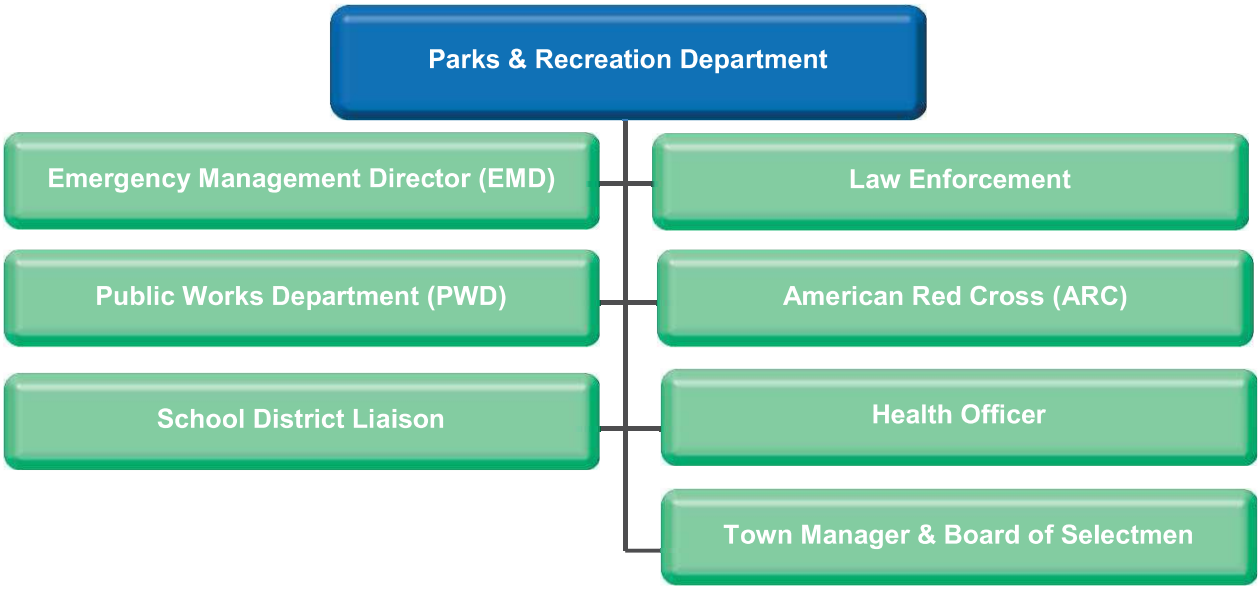
Resource (Equipment)	Model	Location	Fuel	FEMA Cost Codes	
				Stationary	Patrolling
Police Car (301)	Ford Crown Vic	Police Station	Gas	15.69	0.535
Police Car (302)	Ford Crown Vic	Police Station	Gas	15.69	0.535
Police Car (303)	Ford Taurus	Police Station	Gas	15.69	0.535
Police Car (304)	Ford Taurus	Police Station	Gas	15.69	0.535
Police Car (305)	Ford Taurus	Police Station	Gas	15.69	0.535
Police Car (306)	Ford Explorer 4x4	Police Station	Gas	15.69	0.535
Police Car (307)	Ford Explorer 4x4	Police Station	Gas	15.69	0.535
Police Car (308)	Ford Crown Vic	Police Station	Gas	15.69	0.535
Police Car (309)	Ford Explorer 4x4	Police Station	Gas	15.69	0.535
Police Car (310	Ford Explorer 4x4	Police Station	Gas	15.69	0.535
Speed/Sign Trailer	Digital Sign (ATSS-Speed Sign)	Police Station		11.61	

ESF #14: VOLUNTEER & DONATIONS MANAGEMENT

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of *ESF #14* is to provide the facilitated delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

SCOPE

ESF #14 provides for the coordination of volunteer efforts and assures expeditious delivery of donated goods. This ESF is composed of agencies with major roles in the coordination of volunteer and donation efforts.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

A situation that would activate *ESF #14* would be one in which many persons have either been displaced or their source of food, clothing and water were greatly diminished as a result of a hazardous event or emergency incident. In this case, appropriate volunteers and donations would be accepted by the Town on behalf of its affected citizens; therefore, it is important that a coordinated effort takes place to manage volunteers and donations.

Extraordinary circumstances may require the acceptance of spontaneous volunteers. Spontaneous volunteers are those who volunteer during an emergency and are not affiliated with the Town or a volunteer organization. Some spontaneous volunteers may have special qualifications that may be needed during the emergency (i.e. doctor, welder, bus driver).

PLANNING ASSUMPTIONS

This Plan assumes that clothing, food, water, blankets and other basic necessities could be diminished as a result of the emergency. Other assumptions include the following:

- Large numbers of donations may be sent directly to the Town itself.
- The Town will coordinate donation management efforts with volunteer organizations and local agencies that would assist in meeting the needs of the public.
- The ability to obtain resources could be hampered.
- Volunteer organizations and/or individuals would assist in meeting the needs of the public.
- Unsolicited shipments of donated goods and large numbers of unaffiliated or spontaneous volunteers may interfere and impede critical disaster response and recovery operations and pose a liability risk to the Town.
- Spontaneous volunteers not needed by the Town will be registered in the event they are needed at a later time during the emergency; volunteers with special qualifications will be taken on a case by case basis.

CONCEPT OF OPERATIONS

GENERAL

The Town will operate a system to collect, process and distribute donations to disaster victims with the assistance of individuals and other community or faith-based organizations. Town assistance will be provided in areas such as: traffic control, security and help in identifying facilities to receive, sort and distribute donated goods.

Volunteers working for the Town of Wolfeboro may be covered under the Town's liability policy presuming they have been acting within the scope of their assigned responsibilities. The volunteers may be entitled to accident and injury claim compensation. Reference should be made to the Town's legal documentation regarding volunteers.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD with the Parks & Recreation Department will call for the activation of this ESF and will then activate the ESF Support Agencies as needed. Components of the organization for *ESF #14* may include Staging, Warehousing, Volunteer Management, Phone Banks, Volunteer Centers and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ The EMD and the Parks & Recreation Department will:
  - Recruit and train volunteers for emergency operations.
  - Provide a criminal record check on volunteers if time and staffing allows.
  - Identify and coordinate with volunteer agencies who may assist including: American Red Cross, area Rotary and Lions Clubs, Public School Volunteer program, etc.

PREPAREDNESS PHASE

- ☐ The EMD and the Parks & Recreation Department will pre-identify possible sites for resource staging areas, distribution centers and a volunteer center.
- ☐ The Town Manager and the Board of Selectmen will determine, in conjunction with the Town Attorney if needed, the procedures for preparing for and handling liability issues involving volunteers that are assisting the Town.

RESPONSE PHASE

- ☐ The EMD will activate the EOC and request the Parks & Recreation Department to activate *ESF #14*.
- ☐ The Parks & Recreation Department will coordinate with *ESF #7*, *Resource Support* to establish warehousing capabilities and to obtain other resources as needed.
- ☐ The Parks & Recreation Department will coordinate with *ESF #13, Public Safety and Law Enforcement*, to provide for security and safety requirements.

RECOVERY PHASE

Demobilization of this ESF will occur when:

- ☐ The need for volunteers and donated goods has ended.
- ☐ All volunteers have been released.
- ☐ Excess donations have been disposed of.
- ☐ A detailed cost accounting of all donations and volunteer hours has been documented.
- ☐ The operational elements at the EOC have been terminated.

MITIGATION PHASE

- ☐ Post-demobilization, the Parks & Recreation Department and Support Agencies will review the response effort for future emergency planning.
- ☐ While conducting an After Action Report (AAR) the Parks & Recreation Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

PARKS & RECREATION DEPARTMENT

- ☐ Coordinate planning and oversee the operation of the volunteer and donations program.
- ☐ Determine volunteer needs, including spontaneous volunteers and how they will be used.
- ☐ Determine donation needs and available resources and establish receipt and distribution locations.
- ☐ Prepare the necessary signage to indicate routes to donations centers and/or staging areas.
- ☐ Report, or send a designee, to the EOC to report to the EMD.
- ☐ Brief volunteers on the following:
  - Program mission and disaster responsibility
  - Procedures for time keeping, daily sign-in/out
  - Work schedule and chain of command
  - Safety issues, evacuation procedures, handling of injuries
  - How to respond to media contacts (send to the PIO)
- ☐ Coordinate with local jurisdictions and volunteer agencies/organizations to identify unmet disaster needs if local resources are inadequate.
- ☐ Coordinate the provisioning and operation of a donated goods and volunteer services call center, with assistance from office staff.
- ☐ Coordinate with *ESF #1, Transportation* for the provision of additional transportation resources in support of this ESF.
- ☐ Coordinate with the EMD through *ESF #15, Public Information,* for the dissemination of information to the public regarding disaster needs.
- ☐ Coordinate with the *ESF #7, Resource Support,* to help meet unmet needs of other response agencies through donated goods and services or the use of volunteers.

- ☐ Screen, credential and pre-register volunteers according to Town's polices; establish and maintain forms for registration of volunteers; gather information to include:
  - Expertise
  - Qualifications
  - Interests
  - Availability
- ☐ Provide and keep copies of receipts for all donations.
- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
  - Number of volunteers, registered, referred and/or deployed
  - Type, value and amount of goods and services donated
  - Staffing and resource shortfalls and unmet needs
  - Supply and contract costs
  - Major *ESF #14* issues/activities

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Establish communications with NH HSEM and other state or private agencies as needed to augment available resources.
- ☐ Work with the Parks & Recreation Department to identify location(s) for donated items and warehousing.
- ☐ Per *ESF #15, Public Information*, provide information on unmet needs, the location of donation and volunteer centers and information on the procedures for the donation of goods.

LAW ENFORCEMENT

- ☐ Provide security to any donations center or staging areas, as needed and available.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Assist in the transportation of donated goods.
- ☐ Assist in the identification of location(s) for the storage of donated items.

HEALTH OFFICER

- ☐ Assist with the appropriate storage of donated foods to ensure quality.
- ☐ Assist in the collection of donations, as available.

SCHOOL DISTRICT LIAISON

- ☐ Provide potential space for storage of donations.
- ☐ Provide potential space for "just in time" training of volunteers.
- ☐ Assist in the collection of donations as available.

AMERICAN RED CROSS (ARC)

- ☐ Assist in the collection of donations.
- ☐ Provide volunteers, supplies and services.
- ☐ Provide organizational donation contact information for reference.
- ☐ Coordinate with other communities and agencies to provide additional assistance.

TOWN MANAGER & BOARD OF SELECTMEN

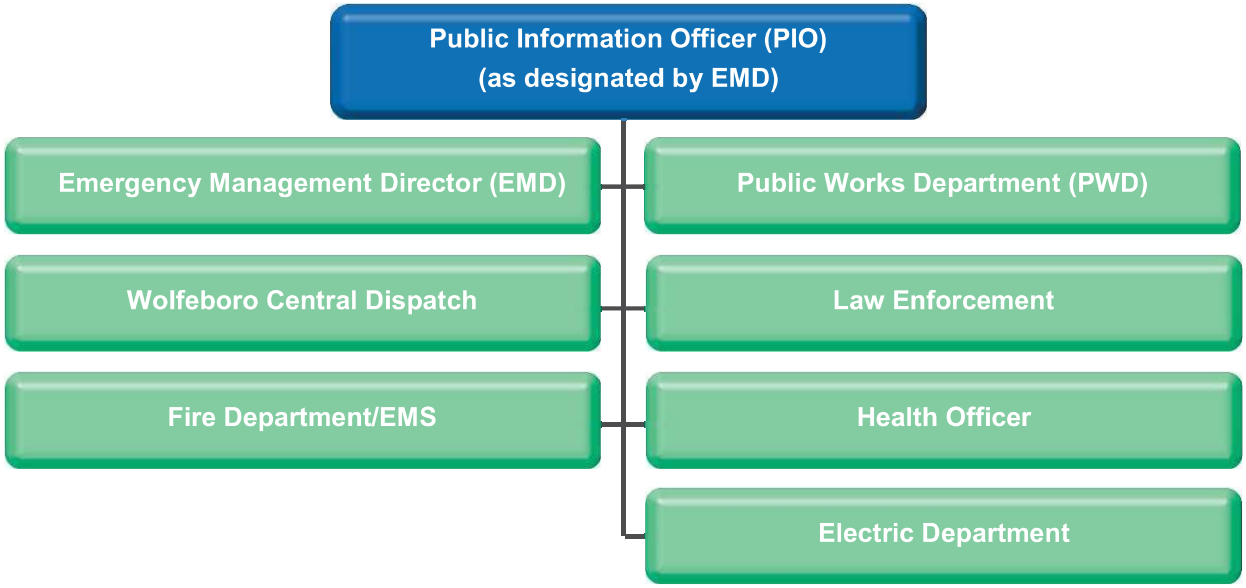
- ☐ Establish a separate donations account for receiving monetary donations at a local banking facility.
- ☐ Establish specific wording for the *"Pay to the Order of:"* line for all checks and other securities so that appropriate information can be provided to potential donors.

ESF #15: PUBLIC INFORMATION

GENERAL DESCRIPTION AND AGENCIES

ESF #15 addresses support in providing residents with timely and potentially lifesaving information during major disasters or other emergencies. This ESF is also responsible for the development and dissemination of a variety of information, education, and instructions to the general public, government officials and the news media through direct contact, briefings, presentations, news releases and advisories, websites, social media postings, and oversight of public inquiry lines established in or for the support of emergency management activities.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of *ESF #15* is to establish uniform policies for the effective development, coordination and dissemination of information to the public in the event of a disaster. This ESF also describes the means, organization and process by which a community provides timely, accurate and useful information and instructions to area residents throughout an emergency.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

The accurate and expedited dissemination of information is critical during a disaster or emergency, particularly when a terrorist incident has occurred. The public and the media must be provided with accurate and timely information.

A terrorist attack would quickly result in federal agencies, particularly the Federal Bureau of Investigation (FBI), to join into a Unified Command. A Joint Information Center (JIC) may be established and would be composed of representatives from federal, state and local authorities for the purpose of managing the dissemination of information to the public, media and businesses that are potentially affected by the incident.

PLANNING ASSUMPTIONS

The preservation of life and property may hinge on instructions and directions given by authorized officials. Other assumptions include the following:

- Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public.
- Major disasters and terrorist events are automatically major news stories.
- 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.
- An emergency or disaster may cause extensive damage to life and property.
- Communications and transportation access will likely be disrupted or destroyed.

CONCEPT OF OPERATIONS

GENERAL

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

INFORMATION AND SUPPORT STRUCTURE

FEDERAL INFORMATION SUPPORT STRUCTURE:

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

STATE INFORMATION SUPPORT STRUCTURE:

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

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

State agencies with specific ESFs or other response roles will provide staff support for the State's emergency public information efforts.

The Governor and NH Homeland Security & Emergency Management (HSEM) will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS). The EAS may also be activated by the National Weather Service in Gray, ME.

LOCAL INFORMATION SUPPORT STRUCTURE:

LOCAL MEANS FOR TRANSMITTING AND DISSEMINATING EMERGENCY INFORMATION:

- NH Emergency Notification System (ENS)
- Reverse calling at the School (School Messenger)
- Television
  - Wolfeboro Community TV, Channel 25
  - WMUR-TV, Channel 9 (Manchester)
- Radio
  - WASR, 1420 AM and 97.1 FM
  - WHOM 94.9 FM (Mt. Washington)
- Newspapers
  - Granite State News (Wolfeboro)
  - Conway Daily Sun (Conway)
  - The Laker (Wolfeboro)
  - Union Leader (Manchester)
- US Postal Service and the Ossipee Court bulletin board
- Door-to-door Notifications
- Citizen Information Center & Media Centers
- Emergency Hotlines
- Ham Radio Operators
- The Community's website, www.wolfeboronh.us
- Facebook: Police Department, Fire Department, Electric Department, Parks & Recreation and Agriculture Commission

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD and a designated Public Information Office (PIO) will call for the activation of this ESF and notify the Support Agencies. Components of *ESF #15* may include Media Centers, Public Information Centers, Information Hotlines and Phone Banks, Computer and Internet Centers, Volunteer Centers and related Field Operations.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). It is however expected that all departments will be pro-active in reviewing their own facilities, equipment and resources.

PREVENTION PHASE

- ☐ The EMD, along with a pre-designated PIO (if available) shall:
  - Develop systems to enhance information dissemination during emergency situations.
  - Conduct public education programs, develop and distribute educational materials.
  - Develop methods to alert the deaf, blind and non-English speaking population.
  - Maintain a current list of media contacts.

PREPAREDNESS PHASE

- ☐ EMD will prepare a list of possible individuals that would be able to serve as a Public Information Officer (PIO).
- ☐ The EMD, along with a designated PIO (if available) shall:
  - Prepare pre-scripted messages for providing warning and instructions for known hazards.
  - Recruit and train volunteers to staff hot lines.
  - Brief town staff on working with the media.
  - Pre-identify suitable facilities for a Joint Information Center (JIC) or Media Center.

RESPONSE PHASE

- ☐ The EMD will activate the EOC and will designate and/or request the Public Information Officer to activate *ESF #15*.
- ☐ The designated PIO, with assistance from the EMD will:
  - Prioritize information and communicate this information to the public and the media based on these priorities:
    - First priority will be given to the protection of life and property such as evacuation routes and sources of emergency assistance.
    - Later priorities will be based on the emergency situation to include general information, what steps are being taken to remedy the situation and the overall status of the response.
  - Coordinate with other departments to establish a location for media briefings and to establish traffic control and security.
  - Coordinate with other departments to establish accurate and timely information and make every effort to avoid the spread of rumors.

- Coordinate with other departments to gather information from outside the jurisdiction to evaluate the impact of this information on the Town of Wolfeboro; this is particularly important should events be more regional in nature.
- Prepare for extensive media coverage depending on the extent of the emergency.

☐ The EMD or designee will approve all communications to be disseminated to either the public or the media.

☐ The designated Public Information Officer will remain as the single media and public contact person to avoid confusing and misleading statements.

RECOVERY PHASE

Recovery & demobilization of this ESF will occur when:

☐ The need for information relating to both response and recovery operations has ceased.

☐ The operational elements at the EOC have been terminated.

MITIGATION PHASE

☐ Post-demobilization, the EMD and the designated PIO, along with other Support Agencies will review the response effort for future emergency planning.

☐ While conducting an After Action Report (AAR) the EMD and the designated PIO, along with other Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

PUBLIC INFORMATION OFFICER ((PIO) AS DESIGNATED BY EMD)

☐ Report to the EOC to obtain briefing on the situation as directed by the EMD.

☐ Become familiar with the general organization of structure and the objectives for the incident being managed.

☐ Gather and analyze all public information and instructions for release.

☐ Respond to media and community requests for information as pertinent to the Town of Wolfeboro and in coordination with the EMD.

☐ Arrange press conferences, interviews, media briefings and tours.

☐ Assign responsibilities to all personnel participating in public information activities.

☐ Prepare all public information announcements and press releases; review them with EMD.

☐ Authenticate sources of information and verify accuracy before issuing news releases.

☐ Brief local media on local warning systems and coordinate procedures for transmitting emergency information to the media.

☐ Take action to prevent the spread of unsubstantiated information and conduct media monitoring to determine the need to clarify issues.

☐ Open public information centers in strategic locations of the Town for inquiries by citizens.

☐ In coordination with the EMD, provide Subject Matter Experts (SMEs) for media interviews and press conferences, as requested and appropriate.

- ☐ Provide public information relating to the recovery process and programs.
- ☐ Assess effectiveness of public information and education programs.
- ☐ Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
  - Media releases issued
  - Schedule of press conferences and releases
  - *ESF #15* issues/activities/unmet needs

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- ☐ Notify the Town Manager, the Board of Selectmen and surrounding town EMDs of all EOC activations.
- ☐ Designate the Public Information Officer, either prior to an emergency event or during.
- ☐ Approve all communications that are to be disseminated to the public and the media.
- ☐ Coordinate with state, federal and private public information systems.
- ☐ Ensure that the Board of Selectmen and Town Manager are informed of all media and public releases.
- ☐ Establish a Joint Information Center (JIC) as needed.

LAW ENFORCEMENT

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.
- ☐ Provide traffic control and security as needed for media and public briefings.

FIRE DEPARTMENT/EMS

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.

ELECTRIC DEPARTMENT

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.
- ☐ Ensure the continuation of service for any media or public information centers.

PUBLIC WORKS DEPARTMENT (PWD)

- ☐ Assist with the staging for public and media announcements.
- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.

HEALTH OFFICER

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.
- ☐ Collaborate on the creation of press releases and information on communicable diseases and immunizations.

WOLFEBORO CENTRAL DISPATCH

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Fire/EMS, Police, Electric and Public Works upon request.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the Town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting.*
- ☐ If the need arises for backup dispatch, contact the Carroll County Sheriff's Office.

PAGE INTENTIONALLY LEFT BLANK

CHAPTER 7 – HAZARD SPECIFIC ANNEX

Table of Contents

SEVERE NATURAL EVENTS 171
POWER OUTAGE 173
CONFLAGRATION (URBAN FIRE) 175
TERRORISM 177
POTABLE AND SURFACE WATER CONTAMINATION 179
HAZARDOUS MATERIALS SPILLS 181
PANDEMIC/ EPIDEMIC 183
CIVIL DISORDER 185
SEWER LAGOON FAILURE 187
AIRCRAFT ACCIDENT 189
DAM FAILURE (CRESCENT LAKE) 191

The above list and the pages that follow represent the specific hazards that may occur in Wolfeboro and that could require the activation of the EOC. The initial list of hazards was taken from the 2012 Wolfeboro Hazard Mitigation Plan and discussed with the EOP planning team for inclusion in this section. The following changes were made:

- Seven hazards that were in the Wolfeboro Hazard Mitigation Plan were omitted *Flooding (local, riverine, ice jams, beaver dams), Severe Rain, Thunderstorm & Lightning, Severe Wind (windstorm), Hailstorm, Erosion, Landslide & Mudslide, Drought/Water Shortage, Extreme Temperatures (hot & cold))* for the purpose of this annex as it was felt that these hazards would most likely not require the opening of the Emergency Operations Center.

- Severe weather events *(Severe Winter Weather & Ice Storms, Tornado/Downburst, Hurricane & Tropical Storm, Major Woodland Fire and Earthquake)* were grouped together as the duties and responsibilities were felt to be similar for each weather category.

PAGE INTENTIONALLY LEFT BLANK

SEVERE NATURAL EVENTS

- Severe Winter Weather & Ice Storm
- Tornado/Downburst
- Hurricane & Tropical Storm
- Major Woodland Fire
- Earthquake

SITUATION

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

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

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

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

LAW ENFORCEMENT

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

PUBLIC WORKS DEPARTMENT

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

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the emergency
- ☐ Activate and staff the EOC upon notification of a pending weather event or wildfire
- ☐ Activate the appropriate ESFs for the situation
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Notify NH Homeland Security that the EOC has been activated
- ☐ Request and coordinate state and/or federal resources as required
- ☐ Assemble all available resource lists and track deployment of equipment and personnel
- ☐ Coordinate emergency transportation with bus companies as needed
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Authorize public restrictions as needed
- ☐ Release public information bulletins
- ☐ Determine the stability of temporary shelters
- ☐ Activate emergency shelters with assistance from American Red Cross as needed
- ☐ Assess the requirements for fuel, food, water, warming and cooling at the shelter and for emergency responders
- ☐ Approve shelter instructions for residents
- ☐ Provide support to all responding departments

POWER OUTAGE

SITUATION

The potential exists for essential services to be interrupted for long periods of time. Essential services are defined as: electric, potable water, natural gas, vehicle fuel shortages. Extended power failure, particularly when combined with poor weather conditions, could pose a particular threat to the community's elderly and/or handicapped populations.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Offer assistance as needed to restore power
- ☐ Monitor fire threat around any downed power lines

LAW ENFORCEMENT

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

PUBLIC WORKS DEPARTMENT

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

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the power outage
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ With other departments, contact the functional needs community and elder citizens who may need assistance
- ☐ Release public information bulletins
- ☐ Initiate long-term strategic planning for the affected area
- ☐ Open temporary shelters if required
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Develop a priorities restoration plan
- ☐ Track progress of restoration
- ☐ Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital services

CONFLAGRATION (URBAN FIRE)

SITUATION

The potential exists for conflagration in the Village of Wolfeboro as many structures are built close to one another. In addition, water resources may be limited should a large conflagration occur. The Community has numerous large structures, tracts of woodlands and property which could affect normal operations of the community and tax its resources should they become involved in fire.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Take command and control of the scene, per ESF #4, Fire Fighting
- ☐ Determine the severity of the fire threat
- ☐ Control the fire
- ☐ Provide initial response and assess the situation in coordination with Law Enforcement
- ☐ Provide emergency medical treatment and transportation
- ☐ Rescue trapped occupants
- ☐ Coordinate utility service requirements
- ☐ Protect exposures
- ☐ Establish perimeters for fires
- ☐ Conduct fire investigations
- ☐ Assess evacuation needs if necessary
- ☐ Call back off duty personnel if required
- ☐ Initiate mutual aid if necessary
- ☐ Assist with notification to residents

LAW ENFORCEMENT

- ☐ Initial response and assessment with the Fire Department
- ☐ Establish and maintain a security perimeter control
- ☐ Assist the Fire Department with evacuations
- ☐ Provide traffic control and security at the site if the incident
- ☐ Increase patrol services and visibility

- ☐ Call back off duty personnel if required
- ☐ Conduct criminal investigations in coordination with the State Fire Marshall's Office
- ☐ Assist the Emergency Management Director with personnel and equipment
- ☐ Assist with the evacuation of hazard areas
- ☐ Establish traffic rerouting and roadway blockade as needed
- ☐ Provide on-scene security
- ☐ Assist with notification to residents

PUBLIC WORKS DEPARTMENT

- ☐ Assist the Fire Department with personnel and equipment
- ☐ Provide manpower and equipment to assist with traffic control
- ☐ Offer assistance as needed to restore power
- ☐ Conduct post incident clean-up for return to public use
- ☐ Assist with heavy equipment
- ☐ Assist Law Enforcement in blockade of roads

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the conflagration
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Release public information bulletins
- ☐ Initiate long-term strategic planning for the affected area
- ☐ Open temporary shelters if required
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Provide food and shelter for the emergency responders
- ☐ Develop a restoration priorities plan
- ☐ Track progress of restoration
- ☐ Develop and implement an emergency services plan to include the coordinated procurement of and distribution means of vital services

TERRORISM

SITUATION

The deliberate destruction or damage to services, facilities, roadways, railways, or functions could occur at any time with or without notice and may take place in phases with the potential for additional targets. A terrorism event could damage buildings and harm people, but could also potentially change the very nature of the Community.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Take command and control of the incident in a unified approach with Law Enforcement until state and/or federal assistance arrives
- ☐ Coordinate fire mutual aid if needed
- ☐ Control fires and hazardous materials response as needed
- ☐ Perform search and rescue operations if needed
- ☐ Activate the Mass Casualty Plan if needed
- ☐ Assist with evacuation if requested

LAW ENFORCEMENT

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

PUBLIC WORKS DEPARTMENT

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

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the terrorism event
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager, the Board of Selectmen and NH Homeland Security & Emergency Management
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Coordinate evacuation and sheltering process if necessary
- ☐ Coordinate American Red Cross activities
- ☐ Release public information bulletins
- ☐ Request and coordinate assistance from state and federal agencies
- ☐ Track the deployment of personnel and equipment
- ☐ Develop strategic plan for the incident

POTABLE AND SURFACE WATER CONTAMINATION

SITUATION

The potential exists for contamination to the Town's potable drinking water or to the vast amounts of surface water within the Town and below the Town in the aquifer. The deliberate or accidental release of hazardous materials into the drinking water and/or surface water could create health risks and/or death for the citizens of Wolfeboro. Also, the release of hazardous materials Wolfeboro's lakes could be unnoticed and could potentially create health risks and/or death to watersports enthusiasts.

RESPONSIBILITIES

ALL DEPARTMENTS RESPONSIBILITIES

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

FIRE DEPARTMENT/EMS

- ☐ Respond to HazMat incidents
- ☐ Assist in clean-up with qualified personnel
- ☐ Assist Law Enforcement with traffic issues as needed
- ☐ Assist with evacuation if required

LAW ENFORCEMENT

- ☐ Increase patrol services and visibility in and around any quarantined areas
- ☐ Provide security for areas that are quarantined
- ☐ Perform traffic control
- ☐ Assist with evacuation if required

PUBLIC WORKS DEPARTMENT

- ☐ Assist with clean-up efforts
- ☐ Assist with traffic issues as needed

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Release public information bulletins
- ☐ Notify the Carroll County Coalition for Public Health
- ☐ Notify the Health Officer and other applicable response agencies
- ☐ Notify the Medical Reserve Corp / MACE
- ☐ Notify area hospitals as needed
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Open temporary shelters if required
- ☐ Open inoculation centers if required
- ☐ Assist medical personal in the establishment of quarantine units
- ☐ Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital supplies

HAZARDOUS MATERIALS SPILLS

SITUATION

Hazardous materials may be released in an uncontrolled fashion endangering either personnel or the environment. A hazard can be in the form of solid, liquid, or gaseous contaminants and be brought about by motor vehicle or aircraft accidents involving hazardous materials and/or oil and fuel spills. Hazardous materials spills may also be brought about by a breech in large storage tanks in fixed locations creating spills and/or plumes that may be unsafe to personnel or the environment.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Take command and control of the scene as needed
- ☐ Notify the Emergency Management Director of protective actions that should be taken
- ☐ Coordinate and request mutual aid response from Ossipee Valley Mutual Aid
- ☐ Coordinate and request assistance from Ossipee Valley HazMat Team for HazMat related incidents.
- ☐ Coordinate with state and federal agencies in mitigating the release of toxic elements

LAW ENFORCEMENT

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

PUBLIC WORKS DEPARTMENT

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

EMERGENCY MANAGEMENT DIRECTOR

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

PANDEMIC/ EPIDEMIC

SITUATION

The potential exists for epidemic and/or pandemic in Wolfeboro. The Town is frequented by weekend, summer and winter visitors thus adding to the probability that an epidemic or pandemic could affect the Community. Wolfeboro is also home to Brewster Academy which enrolls students from countries around the world that could add to the potential of and epidemic or pandemic. Lastly, the Governor Wentworth Regional School District student population includes students from not only Wolfeboro, but also Brookfield, Effingham, Middleton, New Durham, Ossipee and Tuftonboro.

RESPONSIBILITIES

ALL DEPARTMENTS RESPONSIBILITIES

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

FIRE DEPARTMENT/EMS

- ☐ Assist Law Enforcement with traffic issues as needed

LAW ENFORCEMENT

- ☐ Increase patrol services and visibility in and around any quarantined areas of Wolfeboro
- ☐ Provide security for areas that are quarantined

PUBLIC WORKS DEPARTMENT

- ☐ Assist Law Enforcement with traffic issues as needed

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the health emergency
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Release public information bulletins
- ☐ Notify the Carroll County Coalition for Public Health
- ☐ Notify the Health Officer and other applicable response agencies
- ☐ Notify the Medical Reserve Corp / MACE
- ☐ Notify Huggins Hospital as needed
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Open temporary shelters if required
- ☐ Open inoculation centers if required
- ☐ Assist medical personal in the establishment of quarantine units
- ☐ Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital supplies

CIVIL DISORDER

SITUATION

A Civil Disorder, although not likely, could present a situation that would necessitate the activation of the Emergency Operations Center and this Plan. The potential exists for essential services to be interrupted for long periods of time. Essential services are defined as: electric, potable water, natural gas, vehicle fuel shortages.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Assist the Emergency Management Director with personnel and equipment
- ☐ Call back off duty personnel if required
- ☐ Offer assistance and man power to ease the situation as needed
- ☐ Assist in evacuations
- ☐ Implement Mass Casualty Plan if necessary

LAW ENFORCEMENT

- ☐ Establish command and control of the incident
- ☐ Provide security and law enforcement assistance where needed
- ☐ Increase patrol services and visibility
- ☐ Call back off duty personnel if required
- ☐ Assist the Emergency Management Director with personnel and equipment
- ☐ Assist in evacuations
- ☐ Control and redirect traffic as needed

PUBLIC WORKS DEPARTMENT

- ☐ Assist with personnel and equipment
- ☐ Assist Law Enforcement in traffic control

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the situation
- ☐ Consider activating and staffing the EOC
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Release public information bulletins
- ☐ Open temporary shelters if required
- ☐ Request and coordinate state/federal assistance
- ☐ Coordinate American Red Cross services if required
- ☐ Develop and implement an emergency services plan to include the coordinated procurement of and distribution means of vital services

SEWER LAGOON FAILURE

SITUATION

Sewer lagoon failure may pose a potential risk to Wolfeboro and its citizens. A breech in the lagoons could not only create flood waters for areas of the Town, but the health hazards associated with the failure could be significant. Raw sewerage could affect homes, property, drinking water and recreation areas such as parks and beach areas.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Respond to sewer lagoon facilities failure per *ESF #10, Hazardous Materials*
- ☐ Establish command and control
- ☐ Assist in clean-up with qualified personnel
- ☐ Assist Law Enforcement with traffic issues as needed
- ☐ Assist with evacuation if required

LAW ENFORCEMENT

- ☐ Increase patrol services and visibility in and around any quarantined areas of Wolfeboro
- ☐ Provide security for areas that are quarantined
- ☐ Preform traffic control
- ☐ Assist with evacuation if required

PUBLIC WORKS DEPARTMENT

- ☐ Assist with clean-up efforts
- ☐ Assist with traffic issues as needed

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the emergency
- ☐ Activate and staff the EOC upon notification
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Release public information bulletins
- ☐ Solicit state and/or federal resources as required
- ☐ Assemble all available resource lists and track deployment of equipment and personnel

AIRCRAFT ACCIDENT

SITUATION

There are multiple small airports located in and around Wolfeboro that have the potential of creating an aircraft accident. Moultonborough Airport (Moultonborough), Skyhaven Airport (Rochester), Laconia Municipal Airport (Gilford) and Lakes Region Airpark in (Wolfeboro) all have small aircraft taking off and landing daily on their runways and on Lake Winnipesaukee. Although rare, there is a potential of an aircraft accident that could cause harm to people or infrastructure in Wolfeboro.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Assume command and control as the Indecent Commander
- ☐ Provide initial response and assessment
- ☐ Extinguish all fires
- ☐ Perform extrication from downed aircraft
- ☐ Assist in evacuations
- ☐ Implement Mass Casualty Plan if necessary

LAW ENFORCEMENT

- ☐ Provide security to damaged areas
- ☐ Assist the Fire Department and the Public Works Department
- ☐ Assist in evacuations
- ☐ Control and redirect traffic as needed

PUBLIC WORKS DEPARTMENT

- ☐ Prepare personnel and equipment upon notification
- ☐ Clear debris from incident site, if requested
- ☐ Assist Law Enforcement in traffic control

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the accident
- ☐ Activate and staff the EOC upon notification, if necessary
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Release public information bulletins
- ☐ Solicit state and/or federal resources as required
- ☐ Assemble all available resources and track deployment of equipment and personnel
- ☐ Coordinate emergency transportation with bus companies as needed

DAM FAILURE (CRESCENT LAKE)

SITUATION

Dam failure is another potential hazard for Wolfeboro. Failure of Crescent Lake Dam on Crescent Lake could significantly impact downtown Wolfeboro. Flood waters from a dam failure at Crescent Lake could potential flood homes and businesses.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

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

FIRE DEPARTMENT/EMS

- ☐ Assume command and control as the Incident Commander
- ☐ Provide initial response and assessment
- ☐ Assist in evacuations
- ☐ Search and rescue
- ☐ Implement Mass Casualty Plan if necessary

LAW ENFORCEMENT

- ☐ Provide security to severely damaged areas
- ☐ Assist the Fire Department and the Public Works Department
- ☐ Assist in evacuations
- ☐ Contact the functional needs community and elder citizens who may need assistance
- ☐ Control and redirect traffic as needed

PUBLIC WORKS DEPARTMENT

- ☐ Assess the damage to the failed facility
- ☐ Prepare personnel and equipment upon notification
- ☐ Notify the EMD
- ☐ Clear debris from incident site
- ☐ Assess the damage to the Town's water supply
- ☐ Respond and assess damage to roads
- ☐ Monitor and block areas of concern prior to the arrival of flood waters
- ☐ Monitor dam(s)
- ☐ Monitor utility services and coordinate activities
- ☐ Construct barricades and detours where needed
- ☐ Maintain roadway passage
- ☐ Assist Law Enforcement in traffic control

EMERGENCY MANAGEMENT DIRECTOR

- ☐ Determine the extent of the emergency
- ☐ Activate and staff the EOC upon notification
- ☐ Notify the Town Manager and the Board of Selectmen
- ☐ Release public information bulletins
- ☐ Solicit state and/or federal resources as required
- ☐ Activate emergency shelters with assistance from ARC as needed
- ☐ Assemble all available resources and track deployment of equipment and personnel
- ☐ Coordinates emergency transportation with bus companies as needed
- ☐ In coordination with qualified personnel, assess the structural stability of Crescent Lake Dam and other structures that may have been affected

CHAPTER 8 – RESOURCE INVENTORY

Table of Contents

CATEGORIZED RESOURCE INVENTORY LIST 195
ALPHABETICAL RESOURCE INVENTORY LIST 201

PAGE INTENTIONALLY LEFT BLANK

CATEGORIZED RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone
Aircraft-Fixed Wing (see also "Helicopters)			
NH Civil Air Patrol		Concord	271-3225
Ambulances			
Stewarts Ambulance Service	Central Dispatch	Wolfeboro	
Alton Fire Department	Lakes Region Fire	Alton	528-9111
Tuftonboro Fire Department	Carroll County	Tuftonboro	539-2284
Wakefield Fire Department	Carroll County	Wakefield	539-2284
Care Plus Ambulance Service	Carroll County	Ossipee	539-2284
New Durham Fire Department	Strafford County	New Durham	742-4960
American Red Cross-NH			
American Red Cross	Frank Grima	Concord	225-6697 or 812-1874 cell
Auto Parts & Service			
NAPA Auto Parts		Wolfeboro	569-1688
Barricades			
Grainger		Manchester	668-7161
New England Barricade		Newmarket	659-2182
United Rental		Hooksett	622-1152
Blankets			
Huggins Hospital		Wolfeboro	569-7500
Brewster Academy		Wolfeboro	569-1600
Blasting Contractors			
Maine Drilling & Blasting		Gardiner, ME	207-582-2338
Maine Drilling & Blasting		Auburn	647-0299
Boats			
NH Fish & Game		Concord	271-3421
NH Marine Patrol		Gilford	293-2037
United States Coast Guard		New Castle	436-4415
Bomb Disposal Unit			
NH State Police - Field Operations Bureau		Concord	223-3858
Busses (mass transportation vehicles)			
Governor Wentworth School District		Wolfeboro	569-1658
Brewster Academy		Wolfeboro	569-1600
County			
Grafton County Sheriff		North Haverhill	787-6911
Coos County Sheriff		Lancaster	788-5598
Carroll Country Sheriff		Ossipee	539-2284
Rockingham County Sheriff		Brentwood	679-2241

Business/Agency	Contact	Location	Phone
Merrimack County Sheriff		Boscawen	796-6600
Belknap County Sheriff		Laconia	527-5454
Cheshire County Sheriff		Keene	352-4238
Strafford County Sheriff		Dover	742-4960
Hillsborough County Sheriff		Goffstown	627-6510
Sullivan County Sheriff		Newport	863-4200
Divers			
NH Fish & Game		Concord	271-3421
Dive Winnipesaukee	Tom Waxsmith	IMC	569-8080
Dogs (search & rescue)			
NH State Police - Field Operations Bureau		Concord	223-3858
New England K-9 Search & Rescue		Grantham	526-6754
EMS & Medical			
Dartmouth Hitchcock Air Response Team (DHART)		Lebanon	650-4600
Boston Medflight		Bedford, MA	781-863-2213
Lifeflight of Maine		Bangor, ME	888-421-4228
North Country Life Flight		Saranac Lake, NY	518-891-6853
Disaster Behavioral Health Response Team (DBHRT)		Concord	271-9454
Stonehearth Open Learning Opportunities (SOLO)		Conway	447-6711
Advanced Life Support Institute (ALSI)		Center Conway	447-4249
Engineers			
CLD Consulting Engineers		Manchester	668-8223
US Army CRREL		Hanover	646-4100
Federal Agencies			
National Weather Service		Gray, ME	207-688-3216
Integrated Public Alert & Warning System		Washington, DC	202-212-2040
Fire Mutual Aid			
Ossipee Valley Mutual Aid			539-2284
Lakes Region Fire Mutual Aid			528-9111
Fuel (gas, diesel, home heating, propane)			
Town of Wolfeboro (Gasoline/Diesel)		Wolfeboro	569-2422
Wolfeboro Oil		Wolfeboro	569-3568
Funeral Homes			
Lord's Funeral Home		Wolfeboro	569-5511
Baker-Gagne Funeral Home		Wolfeboro	569-1339
Ham Radio Operators			
Amateur Radio Emergency Service (ARES)		Newington, CT	860-594-0200

Business/Agency	Contact	Location	Phone
HazMat			
NH DES - Petroleum Spill Response		Concord	271-3899
NH DES - Hazardous Material		Concord	271-2942
US Coast Guard - Coastal Oil Spills		Portland, ME	207-780-3251
National Response Center - Spills that impact water			800-424-8802
US EPA - 24-Hour Emergency inland spills response		Boston, MA	617-918-1111
NH State Police - Hazmat Response		Concord	800-346-4009
Clean Harbors Environmental		Bow	224-6626
Helicopters - EMS			
Dartmouth Hitchcock Air Response Team (DHART)		Lebanon	650-4600
Boston Medflight		Bedford, MA	781-863-2213
NH National Guard	Duty Officer	Concord	228-1135
Helicopters - Search & Rescue/Damage Assessment			
NH State Police - Field Operations Bureau		Concord	223-3858
US Border Patrol			877-227-5511
United States Coast Guard		New Castle	436-4415
Vermont National Guard	Duty Officer	Colchester, VT	802-338-3493
NH National Guard	Duty Officer	Concord	228-1135
Hospitals			
Huggins Hospital		Wolfeboro	569-7500
Frisbie Hospital		Rochester	332-5221
Jersey Barriers			
Pike Industries Headquarters		Belmont	527-5100
Photographers			
Lakes Region Aerial Photography		Laconia	524-0771
Portable Light Towers			
Grainger		Manchester	668-7161
Pike Industries Headquarters		Belmont	527-5100
United Rental		Hooksett	622-1152
NH Department of Transportation (DOT)		Concord	271-3734
Print Media			
Union Leader		Manchester	668-4321
Propane (see "Fuel")			
Wolfeboro Oil		Wolfeboro	569-3568
Rymes		Ossipee	228-2224

Business/Agency	Contact	Location	Phone
Public Health Networks			
North Country Regional Public Health Network	Jim Richardson	Littleton	259-3700
Central NH Regional Public Health Network	Angel Ekstrom	Plymouth	238-3583
Upper Valley Regional Public Health Network	Steven Yannuzzi	Lebanon	523-7100
Carroll County Coalition for Public Health	Jeff Jones	Ossipee	301-1252
Winnipesaukee Regional Public Health Network	John Beland	Laconia	528-2145
Greater Sullivan County Regional Public Health Network	Kristen Vigneault	Newport	863-2560
Strafford County Regional Public Health Network	Mary Kerr	Somersworth	480-5600
Capital Area Regional Public Health Network	Stacey Elliott	Concord	224-2595
Greater Monadnock Regional Public Health Network	Christopher Goshea	Keene	354-5454
Greater Nashua Regional Public Health Network	Patty Crooker	Nashua	589-4507
Greater Manchester Regional Public Health Network	Phil Alexakos	Manchester	624-6466
South Central Regional Public Health Network	Garrett Simonsen		845-5539
Seacoast Regional Public Health Network	Mary Cook	Raymond	244-7311
Radio Equipment, Rental & Maintenance			
Two Way Communication		Newington	431-6288
Ossipee Mtn. Electronics		Moultonborough	476-5581
Refrigeration			
RSD Transportation		White River Jct., VT	802-291-9090
Ryder Truck Rental		Manchester	669-0300
Rubbish Haulers & Dumpsters			
Waste Management		Londonderry	437-3317
Casella Waste System		Rutland, VT	802-255-2534
Dumpster Depot		Canterbury	783-8050
Sand Bags			
US Army CRREL		Hanover	646-4100
Globe Bag		Woburn, MA	781-935-3311
NH National Guard	Duty Officer	Concord	228-1135
NH HSEM	24-Hour Duty Officer	Concord	271-2231
Schools			
SAU 49 Gov. Wentworth School Dist.		Wolfeboro	569-1658
Brewster Academy		Wolfeboro	569-1600
Specialized Teams			
Disaster Medical Assistance Team (DMAT)	Contact HSEM	Concord	271-2231
Disaster Mortuary Operational Response Team (DMORT)	Contact HSEM	Concord	271-2231
FEMA Urban Search & Rescue	Contact HSEM	Concord	271-2231
Upper Valley Wildnerness Response Team	Scott Carpenter	Hanover	802-747-2239

Business/Agency	Contact	Location	Phone
Androscoggin Valley Search and Rescue (AVSAR)		Gorham	
Mountain Rescue Service		North Conway	356-7013
Pemi Valley Search and Rescue Team	Allan Clark	Franconia	823-5748
Central NH Special Operations Unit	Dispatch	Pembroke	485-3421
State Agencies			
NH Forests & Lands (DNCR); Director	Brad Simpkins	Concord	271-2214
NH Forests & Lands (DNCR) District 1 – Ranger 10	John Accardi		
NH Forests & Lands (DNCR) District 1 – Ranger 11	Jason Huter		
NH Forests & Lands (DNCR) District 1 – Ranger 12	Vacant		
NH Forests & Lands (DNCR) District 2 – Ranger 20	Doug Miner		
NH Forests & Lands (DNCR) District 2 – Ranger 21	Matt Apgar		
NH Forests & Lands (DNCR) District 2 – Ranger 22	Vacant		
NH Forests & Lands (DNCR) District 3 – Ranger 30	Bryan Nowell		
NH Forests & Lands (DNCR) District 3 – Ranger 31	Thomas Trask		
NH Forests & Lands (DNCR) District 3 – Ranger 32	Vacant		
NH HSEM	24-Hour Duty Officer	Concord	271-2231 or 800-852-3792
Homeland Security Field Representative	Paul Hatch	Concord	223-3635 or 419-9407 cell
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 or 419-0950 cell
Homeland Security Field Representative	Alex Marinaccio	Concord	223-3657 or 931-0215 cell
Homeland Security Field Representative	Danielle Morse	Concord	223-3613 or 419-0214 cell
Homeland Security Field Representative	Kim Roberts	Concord	223-3644 or 230-0593 cell
Homeland Security Field Representative	Nancy St. Laurent	Concord	223-3625 or 419-9401 cell
Homeland Security Field Representative	Shawna-Leigh Morton	Concord	223-3640 or 892-4090 cell
NH Public Works Mutual Aid	Emergency line	Durham	877-731-9908
NH Fish & Game		Concord	271-3421
NH Department of Transportation (DOT)		Concord	271-3734
NH State Police - Field Operations Bureau		Concord	223-3858
NH Department of Environmental Services (DES)		Concord	271-3503
NH State Fire Marshal	Paul Parisi	Concord	223-4289
NH Dept. of Agriculture, Markets & Food		Concord	271-3551
NH Dept. of Cultural Resources		Concord	271-2392
NH Archives & Records Management		Concord	271-2236

Business/Agency	Contact	Location	Phone
NH DHHS, Food Protection		Concord	271-4589
NH Disaster Animal Response Team (DART)		Concord	271-7200
NH State Veterinarian	Stephen Crawford	Concord	271-2404
Television			
WMUR		Manchester	669-9999
WCAX		Burlington, VT	802-652-6300
Tent Rental			
Lakes Region Tent & Event		Concord	456-2049
Taylor Rental Center		Concord	224-1931
Towing (see "Wreckers")			
Crowles Towing		Wakefield	522-6631
National Wrecker		Portsmouth	436-3200
Traffic Control Device Rental			
NH Department of Transportation (DOT)		Concord	271-3734
United Rental		Hooksett	622-1152
Tree Removal Services			
Asplundh		Concord	715-1819
Bartlett Tree		Wolfeboro	569-3163
Utilities (Electric, Phone)			
Consolidated Communications (Fairpoint)			844-968-7224
NH Electric Coop		Plymouth	800-343-6432
Eversource		Manchester	866-554-6025
Eversource Municipal Emergency		Manchester	800-362-7764
Spectrum		Manchester	627-0042
Verizon - State & Local Government Sales			877-288-9473
Wolfeboro Municipal Electric			569-8157
Volunteer Organizations (Volunteer Organizations Active in Disaster, VOAD)			
Volunteer NH		Concord	271-7200

ALPHABETICAL RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone	Category
A-F				
Advanced Life Support Institute (ALSI)		Center Conway	447-4249	EMS & Medical
Alton Fire Department	Lakes Region Fire	Alton	528-9111	Ambulances
Amateur Radio Emergency Service (ARES)		Newington, CT	860-594-0200	Ham Radio Operators
American Red Cross	Frank Grima	Concord	225-6697 or 812-1874 cell	American Red Cross-NH
Androscoggin Valley Search and Rescue (AVSAR)		Gorham		Specialized Teams
Asplundh		Concord	715-1819	Tree Removal Services
Baker-Gagne Funeral Home		Wolfeboro	569-1339	Funeral Homes
Bartlett Tree		Wolfeboro	569-3163	Tree Removal Services
Belknap County Sheriff		Laconia	527-5454	County
Boston Medflight		Bedford, MA	781-863-2213	EMS & Medical, Helicopters - EMS
Brewster Academy		Wolfeboro	569-1600	Blankets, Busses, Schools
Capital Area Regional Public Health Network	Stacey Elliott	Concord	224-2595	Public Health Networks
Care Plus Ambulance Service	Carroll County	Ossipee	539-2284	Ambulances
Carroll Country Sheriff		Ossipee	539-2284	County
Carroll County Coalition for Public Health	Jeff Jones	Ossipee	301-1252	Public Health Networks
Casella Waste System		Rutland, VT	802-255-2534	Rubbish Haulers & Dumpsters
Central NH Regional Public Health Network	Angel Ekstrom	Plymouth	238-3583	Public Health Networks
Central NH Special Operations Unit	Dispatch	Pembroke	485-3421	Specialized Teams
Cheshire County Sheriff		Keene	352-4238	County
CLD Consulting Engineers		Manchester	668-8223	Engineers
Clean Harbors Environmental		Bow	224-6626	HazMat
Consolidated Communications (Fairpoint)			844-968-7224	Utilities
Coos County Sheriff		Lancaster	788-5598	County
Crowles Towing		Wakefield	522-6631	Towing

Business/Agency	Contact	Location	Phone	Category
Dartmouth Hitchcock Air Response Team (DHART)		Lebanon	650-4600	EMS & Medical, Helicopters - EMS
Disaster Behavioral Health Response Team (DBHRT)		Concord	271-9454	EMS & Medical
Disaster Medical Assistance Team (DMAT)	Contact HSEM	Concord	271-2231	Specialized Teams
Disaster Mortuary Operational Response Team (DMORT)	Contact HSEM	Concord	271-2231	Specialized Teams
Dive Winnipesaukee	Tom Waxsmith	IMC	569-8080	Divers
Dumpster Depot		Canterbury	783-8050	Rubbish Haulers & Dumpsters
Eversource		Manchester	866-554-6025	Utilities
Eversource Municipal Emergency		Manchester	800-362-7764	Utilities
FEMA Urban Search & Rescue	Contact HSEM	Concord	271-2231	Specialized Teams
Frisbie Hospital		Rochester	332-5221	Hospitals
G-Ne				
Globe Bag		Woburn, MA	781-935-3311	Sand Bags
Governor Wentworth School District		Wolfeboro	569-1658	Busses
Grafton County Sheriff		North Haverhill	787-6911	County
Grainger		Manchester	668-7161	Barricades, Portable Light Towers
Greater Manchester Regional Public Health Network	Phil Alexakos	Manchester	624-6466	Public Health Networks
Greater Monadnock Regional Public Health Network	Christopher Goshea	Keene	354-5454	Public Health Networks
Greater Nashua Regional Public Health Network	Patty Crooker	Nashua	589-4507	Public Health Networks
Greater Sullivan County Regional Public Health Network	Kristen Vigneault	Newport	863-2560	Public Health Networks
Hillsborough County Sheriff		Goffstown	627-6510	County
Homeland Security Field Representative	Paul Hatch	Concord	223-3635 or 419-9407 cell	State Agencies
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 or 419-0950 cell	State Agencies
Homeland Security Field Representative	Alex Marinaccio	Concord	223-3657 or 931-0215 cell	State Agencies
Homeland Security Field Representative	Danielle Morse	Concord	223-3613 or 419-0214 cell	State Agencies

Business/Agency	Contact	Location	Phone	Category
Homeland Security Field Representative	Kim Roberts	Concord	223-3644 or 230-0593 cell	State Agencies
Homeland Security Field Representative	Nancy St. Laurent	Concord	223-3625 or 419-9401 cell	State Agencies
Homeland Security Field Representative	Shawna-Leigh Morton	Concord	223-3640 or 892-4090 cell	State Agencies
Huggins Hospital		Wolfeboro	569-7500	Hospitals, Blankets
Integrated Public Alert & Warning System		Washington, DC	202-212-2040	Federal Agencies
Lakes Region Aerial Photography		Laconia	524-0771	Photographers
Lakes Region Fire Mutual Aid			528-9111	Fire Mutual Aid
Lakes Region Tent & Event		Concord	456-2049	Tent Rental
Lifeflight of Maine		Bangor, ME	888-421-4228	EMS & Medical
Lord's Funeral Home		Wolfeboro	569-5511	Funeral Homes
Maine Drilling & Blasting		Gardiner, ME	207-582-2338	Blasting Contractors
Maine Drilling & Blasting		Auburn	647-0299	Blasting Contractors
Merrimack County Sheriff		Boscawen	796-6600	County
Mountain Rescue Service		North Conway	356-7013	Specialized Teams
NAPA Auto Parts		Wolfeboro	569-1688	Auto Parts & Service
National Response Center - Spills that impact water			800-424-8802	HazMat
National Weather Service		Gray, ME	207-688-3216	Federal Agencies
National Wrecker		Portsmouth	436-3200	Towing
New Durham Fire Department	Strafford County	New Durham	742-4960	Ambulances
New England Barricade		Newmarket	659-2182	Barricades
New England K-9 Search & Rescue		Grantham	526-6754	Dogs
NH-O				
NH Archives & Records Management		Concord	271-2236	State Agencies
NH Civil Air Patrol		Concord	271-3225	Aircraft-Fixed Wing
NH Department of Environmental Services (DES)		Concord	271-3503	State Agencies
NH Department of Transportation (DOT)		Concord	271-3734	Portable Light Towers, State Agencies, Traffic Control Device Rental

Business/Agency	Contact	Location	Phone	Category
NH Dept. of Agriculture, Markets & Food		Concord	271-3551	State Agencies
NH Dept. of Cultural Resources		Concord	271-2392	State Agencies
NH DES - Hazardous Material		Concord	271-2942	HazMat
NH DES - Petroleum Spill Response		Concord	271-3899	HazMat
NH DHHS, Food Protection		Concord	271-4589	State Agencies
NH Disaster Animal Response Team (DART)		Concord	271-7200	State Agencies
NH Electric Coop		Plymouth	800-343-6432	Utilities
NH Fish & Game		Concord	271-3421	Boats, Divers, State Agencies
NH Forests & Lands (DNCR) District 1 – Ranger 10	John Accardi			State Agencies
NH Forests & Lands (DNCR) District 1 – Ranger 11	Jason Huter			State Agencies
NH Forests & Lands (DNCR) District 1 – Ranger 12	Vacant			State Agencies
NH Forests & Lands (DNCR) District 2 – Ranger 20	Doug Miner			State Agencies
NH Forests & Lands (DNCR) District 2 – Ranger 21	Matt Apgar			State Agencies
NH Forests & Lands (DNCR) District 2 – Ranger 22	Vacant			State Agencies
NH Forests & Lands (DNCR) District 3 – Ranger 30	Bryan Nowell			State Agencies
NH Forests & Lands (DNCR) District 3 – Ranger 31	Thomas Trask			State Agencies
NH Forests & Lands (DNCR) District 3 – Ranger 32	Vacant			State Agencies
NH Forests & Lands (DNCR); Director	Brad Simpkins	Concord	271-2214	State Agencies
NH HSEM	24-Hour Duty Officer	Concord	271-2231 or 800-852-3792	Sand Bags, State Agencies
NH Marine Patrol		Gilford	293-2037	Boats
NH National Guard	Duty Officer	Concord	228-1135	Helicopters - EMS & SAR, Sand Bags
NH Public Works Mutual Aid	Emergency line	Durham	877-731-9908	State Agencies
NH State Fire Marshal	Paul Parisi	Concord	223-4289	State Agencies
NH State Police - Field Operations Bureau		Concord	223-3858	Bomb Disposal Unit, Dogs, Helicopters - SAR, State Agencies

Business/Agency	Contact	Location	Phone	Category
NH State Police - Hazmat Response		Concord	800-346-4009	HazMat
NH State Veterinarian	Stephen Crawford	Concord	271-2404	State Agencies
North Country Life Flight		Saranac Lake, NY	518-891-6853	EMS & Medical
North Country Regional Public Health Network	Jim Richardson	Littleton	259-3700	Public Health Networks
O-Z				
Ossipee Mtn. Electronics		Moultonborough	476-5581	Radio Equipment, Rental & Maintenance
Ossipee Valley Mutual Aid			539-2284	Fire Mutual Aid
Pemi Valley Search and Rescue Team	Allan Clark	Franconia	823-5748	Specialized Teams
Pike Industries Headquarters		Belmont	527-5100	Jersey Barriers, Portable Light Towers
Rockingham County Sheriff		Brentwood	679-2241	County
RSD Transportation		White River Jct., VT	802-291-9090	Refrigeration
Ryder Truck Rental		Manchester	669-0300	Refrigeration
Rymes		Ossipee	228-2224	Propane
SAU 49 Gov. Wentworth School Dist.		Wolfeboro	569-1658	Schools
Seacoast Regional Public Health Network	Mary Cook	Raymond	244-7311	Public Health Networks
South Central Regional Public Health Network	Garrett Simonsen		845-5539	Public Health Networks
Spectrum		Manchester	627-0042	Utilities
Stewarts Ambulance Service	Central Dispatch	Wolfeboro		Ambulances
Stonehearth Open Learning Opportunities (SOLO)		Conway	447-6711	EMS & Medical
Strafford County Regional Public Health Network	Mary Kerr	Somersworth	480-5600	Public Health Networks
Strafford County Sheriff		Dover	742-4960	County
Sullivan County Sheriff		Newport	863-4200	County
Taylor Rental Center		Concord	224-1931	Tent Rental
Town of Wolfeboro (Gasoline/Diesel)		Wolfeboro	569-2422	Fuel
Tuftonboro Fire Department	Carroll County	Tuftonboro	539-2284	Ambulances
Two Way Communication		Newington	431-6288	Radio Equipment, Rental & Maintenance
Union Leader		Manchester	668-4321	Print Media

Business/Agency	Contact	Location	Phone	Category
United Rental		Hooksett	622-1152	Barricades, Portable Light Towers, Traffic Control Device Rental
United States Coast Guard		New Castle	436-4415	Boats, Helicopters - SAR
Upper Valley Regional Public Health Network	Steven Yannuzzi	Lebanon	523-7100	Public Health Networks
Upper Valley Wildnerness Response Team	Scott Carpenter	Hanover	802-747-2239	Specialized Teams
US Army CRREL		Hanover	646-4100	Engineers, Sand Bags
US Border Patrol			877-227-5511	Helicopters - SAR
US Coast Guard - Coastal Oil Spills		Portland, ME	207-780-3251	HazMat
US EPA - 24-Hour Emergency inland spills response		Boston, MA	617-918-1111	HazMat
Verizon - State & Local Government Sales			877-288-9473	Utilities
Vermont National Guard	Duty Officer	Colchester, VT	802-338-3493	Helicopters - SAR
Volunteer NH		Concord	271-7200	Volunteer Organizations
Wakefield Fire Department	Carroll County	Wakefield	539-2284	Ambulances
Waste Management		Londonderry	437-3317	Rubbish Haulers & Dumpsters
WCAX		Burlington, VT	802-652-6300	Television
Winnipesaukee Regional Public Health Network	John Beland	Laconia	528-2145	Public Health Networks
WMUR		Manchester	669-9999	Television
Wolfeboro Municipal Electric			569-8157	Utilities
Wolfeboro Oil		Wolfeboro	569-3568	Fuel, Propane

CHAPTER 9 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS

Table of Contents

ADMINISTRATIVE DOCUMENTS 209
Record of Revisions & Changes 209
Signatories to the Wolfeboro Emergency Operations Plan 209
Statement of Adoption – Wolfeboro 211
NIMS Resolution - Wolfeboro 213
Annual Review Year One 215
Annual Review Year Two 217
Annual Review Year Three 219
Annual Review Year Four 221
REFERENCE MATERIALS 223
Town Statistics 223
Shelter Recommendations 227
Terrorism Definitions 229
Acronyms & Abbreviations 233
Definitions 235
Authority of Emergency Response Agencies 243
Emergency Management Statutes – Chapter 21P 245
Incident Command System (ICS) Chart 249

PAGE INTENTIONALLY LEFT BLANK

ADMINISTRATIVE DOCUMENTS

RECORD OF REVISIONS & CHANGES

Wolfeboro Emergency Operations Plan (16 ESF format): 2010
Wolfeboro Emergency Operations Plan (This Plan; 15 ESF Format): 2018

SIGNATORIES TO THE WOLFEBORO EMERGENCY OPERATIONS PLAN

Name	Position	Signature
The signatures below indicate the signee has read the Wolfeboro Emergency Operations Plan 2018 and understands his/her responsibilities as outlined in the Plan. (L) = Lead Agency.		
James S. Pineo	Fire Chief & EMD (L)	
Dean J. Pendexter	Police Chief (L)	
Becky Merrow	Town Manager/DEMD	
David W. Ford	Director of Public Works (L)	
Matt Sullivan	Building Inspector Planning Director	
Barry Mucci	Director of Electric Department (L)	
Justin Chaffee	Parks & Recreation Director (L)	
Linda Murray	Board of Selectmen - Chair	
David Gencarelli	Board of Selectmen - Vice Chair	
Brad Harriman	Board of Selectmen	
Paul O'Brien	Board of Selectmen	
Bowers	Board of Selectmen	

**Signatures are scanned-original signatures on file.*

PAGE INTENTIONALLY LEFT BLANK

STATEMENT OF ADOPTION – WOLFEBORO

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

The stated purpose of this Plan and associated supporting documents is to facilitate the delivery of local government, town and mutual aid resources and to provide needed assistance and relief to disaster victims and the Community at large. As no town has the resources to manage a major emergency without outside assistance, this Plan represents the Wolfeboro's best intentions to deal with disaster within the framework of town and statewide coordination.

The adoption of this Plan nullifies all previously adopted Emergency Operations Plans for the Town of Wolfeboro, NH.

Statement of Adoption for the Town of Wolfeboro:

Adopted, this day the 19 of September, 2018

Chairman of the Board of Selectmen

Signature

Print Name

Member of the Board of Selectmen

Signature

Print Name

Member of the Board of Selectmen

Signature

PAUL D. BRIEN

Print Name

Member of the Board of Selectmen

Signature

Print Name

Member of the Board of Selectmen

Signature

BRAD HARRIMAN

Print Name

Emergency Management Director

Signature

JAMES S. PINEO

Print Name

**Signatures are scanned-original signatures on file.*

PAGE INTENTIONALLY LEFT BLANK

NIMS RESOLUTION - WOLFEBORO

It is hereby resolved by the Town of Wolfeboro, New Hampshire that:

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

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

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

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

THEREFORE; it shall be the public policy of this municipality to adopt the NIMS concept of emergency planning and Unified Command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

National Incident Management System (NIMS)

Adopted, this day the 19 of September, 2018

Chairman of the Board of Selectmen

Signature

Print Name

Member of the Board of Selectmen

Signature

David A. Seneca

Print Name

Member of the Board of Selectmen

Signature

PAUL O'BRIEN

Print Name

Member of the Board of Selectmen

Signature

Dave Bowen

Print Name

Member of the Board of Selectmen

Signature

BRAD HARRIMAN

Print Name

Emergency Management Director

Signature

JAMES S. PINEO

Print Name

**Signatures are scanned-original signatures on file.*

PAGE INTENTIONALLY LEFT BLANK

ANNUAL REVIEW YEAR ONE

The Town of Wolfeboro, NH shall execute this page annually by the members of the governing body.

Wolfeboro, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Town Manager

SIGNATURE: _____

PRINTED NAME: _____
Town Manager

Concurrence of Approval by the Board of Selectmen

SIGNATURE: _____

PRINTED NAME: _____
Board of Selectmen-Chair

EOC Alert List Review & Update: _____ _____
Date *Initials*

Resource Inventory List Review & Update: _____ _____
Date *Initials*

Please use reverse side for additional notes

Additional Notes – Year One:

ANNUAL REVIEW YEAR TWO

The Town of Wolfeboro, NH shall execute this page annually by the members of the governing body.

Wolfeboro, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Town Manager

SIGNATURE: _____

PRINTED NAME: _____
Town Manager

Concurrence of Approval by the Board of Selectmen

SIGNATURE: _____

PRINTED NAME: _____
Board of Selectmen-Chair

EOC Alert List Review & Update: _____ _____
Date *Initials*

Resource Inventory List Review & Update: _____ _____
Date *Initials*

Please use reverse side for additional notes

Additional Notes – Year Two

ANNUAL REVIEW YEAR THREE

The Town of Wolfeboro, NH shall execute this page annually by the members of the governing body.

Wolfeboro, NH
Emergency Operations Plan

Date 5/6/2021

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: Thomas J. Zotti, Acting EMD
Emergency Management Director

Concurrence of Approval by the Town Manager

SIGNATURE: _____

PRINTED NAME: James S. Pineo
Town Manager

Concurrence of Approval by the Board of Selectmen

SIGNATURE: _____

PRINTED NAME: Linda T Murray
Board of Selectmen-Chair

EOC Alert List Review & Update: 4/14/2021 *Date* tjz *Initials*

Resource Inventory List Review & Update: 4/14/2021 *Date* tjz *Initials*

Please use reverse side for additional notes →

Additional Notes – Year Three

- Added Annex 1 "Levels of Activation Concept of Operations."
- Pages 196, 197, 206 change reference from Wolfeboro Oil to Eastern Oil and Propane

Page 202, change reference to "Heidi Lawton" to Courtney Jordan, cell # 603-856-6578

ANNUAL REVIEW YEAR FOUR

The Town of Wolfeboro, NH shall execute this page annually by the members of the governing body.

Wolfeboro, NH
Emergency Operations Plan

Date January 6, 2023

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: Thomas J. Zotti
Emergency Management Director

Concurrence of Approval by the Town Manager

SIGNATURE: _____

PRINTED NAME: James S. Pineo
Town Manager

Concurrence of Approval by the Board of Selectmen

SIGNATURE: _____

PRINTED NAME: David A Senecal
Board of Selectmen-Chair

EOC Alert List Review & Update: 1/6/2023 _____
Date *Initials*

Resource Inventory List Review & Update: 1/6/2023 _____
Date *Initials*

Please use reverse side for additional notes

Additional Notes – Year Four

1 - Update staff: Thomas J. Zotti, Fire Chief/EMD; tzotti@wolfeboronh.us, 603-581-8190
Nate Nichols, Deputy Fire Chief/Deputy EMD; fdnichols@wolfeboronh.us; 603-941-8511
Paul Whalen, Deputy EMD; pwhalen@wolfeboronh.us; 603-359-3876

2- ESF #6, p. 97: Add language including the Wolfeboro Public Library as a warming/cooling shelter available when electrical power is not interrupted.

3- Pg 189: reference to "Lakes Region Air Park" should be changed to "Mountain View Field (Penn Air Rd)" as the air park was developed into a residential subdivision.

REFERENCE MATERIALS

TOWN STATISTICS

Town Statistics				
Census Population Data	**2010**	**2000**	**1990**	**1980**
Wolfeboro, NH - Census Population Data	**6,269**	**6,122**	**4,842**	**3,968**
Carroll County	**47,818**	**43,918**	**35,526**	**27,929**
Growth Rate 1980-2010	57.99%			
Estimated Population 2015 (ACS 2011-2015)	6,234			
Elderly Population-% over 65 (ACS 2011-2015)	30.9%			
Median Age (ACS 2011-2015)	52.9			
Median Household Income (ACS 2011-2015)	$58,204			
Individuals below the poverty level (ACS 2011-2015)	7.4%			
Winter Population Change	No substantial increase during winter months			
Summer Population Change	250% summer in general but can rise to 400% on summer weekends			
Housing Statistics *(2010 Census)*				
Total Housing Units	4,443			
Occupied Housing Units	2,839			
Owner Occupied Units	2,238			
Renter Occupied	601			
Vacant Housing Units	1,604 (1,322 for Seasonal, Recreational or Occasional Use)			
Assessed Structure Value (2017-MS1)	**Structure Value**		**1% Potential Damage**	**5% Potential Damage**
Residential Buildings	$840,115,585		$8,401,156	$42,005,779
Manufactured Housing	$9,849,700		$98,497	$492,485
Commercial Buildings	$95,862,200		$958,622	$4,793,110
Discretionary Preservation Easement	$170,515		$1,705	$8,526
Tax Exempt Buildings	$138,515,500		$1,385,155	$6,925,775
Utilities	$252,300		$2,523	$12,615
Total	$1,084,765,800		$10,847,658	$54,238,290
Potential damage assessment based on damage to 1% or 5% of structures due to natural disaster or emergency				
Regional Coordination				
County	Carroll			
Tourism Region	Lakes			
Municipal Services & Government				
Town Manager	Yes			
Board of Selectmen	Yes; elected (five member)			
Planning Board	Yes; elected			
School Board	Yes; elected; Governor Wentworth Regional School District; SAU 49			
Zoning Board of Adjustment	Yes; appointed			

Town Statistics	
Conservation Commission	Yes; appointed
Master Plan	Yes; 2007
Emergency Operation Plan (EOP)	Yes; 2010
Hazard Mitigation Plan (HMP)	Yes; 2013
SAU 49 Emergency Operations Plan	Summer 2017
Zoning Ordinance	Yes; 1950/17
Subdivision Regulations	Yes; 2016
Capital Improvement Plan	Yes; reviewed annually
Capital Reserve Funds	Yes; reviewed annually at budget time
Building Permits Required	Yes
Town Web Site	Yes; www.wolfeboronh.us
Floodplain Ordinance	Yes
Member of NFIP	May 17, 1989
Flood Insurance Rate Maps (DFIRMS)	March 19, 2013
Flood Insurance Rate Study (FIS)	March 19, 2013
Percent of Local Assessed Valuation by Property Type ***(NH Department of Revenue, 2016)***	
Residential Buildings	92.8%
Commercial Land & Buildings	7.1%
Other (including Utilities)	0.1%
Emergency Services	
Town Emergency Warning System(s)	Emergency Notification System (NH ENS)
School Emergency Warning System(s)	SAU 49: School Messenger; Brewster Academy: Blackboard
Emergency Page	Yes; link on Fire Department page
Facebook Page(s)	Police Department; Fire Department; Wolfeboro Municipal Electric; Parks & Recreation; Agriculture Commission
ListServ	No
Local Newspapers	Granite State News; Union Leader; Conway Daily Sun; The Laker
Local TV Stations	Wolfeboro Community TV, Channel 25 on Metrocast; WMUR TV
Local Radio	WASR, 1420 AM 91.1 FM; www.wasr.net; Winnipesaukee Radio Station, LLC
Police Department	Yes; full-time Chief, 13 full-time, 3 part-time and 4 other non-sworn personnel
Police Dispatch	Wolfeboro Central Dispatch
Police Mutual Aid	Surrounding towns; NH State Police & Carroll County Sheriff's Department
Animal Control Officer	Yes (part-time)
Fire Department	Yes; Full-time Chief; 11 full-time firefighters; 10 on call firefighters
Fire Dispatch	Wolfeboro Central Dispatch
Fire Mutual Aid	Ossipee Valley Mutual Aid
Fire Stations	Two
Fire Warden	Yes

Town Statistics	
Emergency Medical Services	Wolfeboro Fire Rescue & Stewart's Ambulance
EMS Dispatch	Wolfeboro Central Dispatch
Emergency Medical Transportation	Stewart's Ambulance
HazMat Team	Ossipee Valley HazMat Team
Established EMD	Yes (currently the Fire Chief)
Established Deputy EMD	Yes (currently the Town Manager)
Public Health Network	Carroll County Coalition for Public Health
Health Officer	Yes
Building Inspector	Yes
Established Public Information Officer (PIO)	No
Nearest Hospital(s)	Huggins Hospital, Wolfeboro (local, 25 beds)
Local Humane Society or Veterinarians	Winter Harbor Veterinarian Hospital (Wolfeboro); Lakes Region Humane Society (Ossipee); Alton Veterinary Clinic (Alton); The Kindness Animal Hospital (Ossipee)
Primary EOC	Public Safety Building (generator)
Secondary EOC	Huggins Hospital (generator)
Tertiary EOC	Mobile Resources/Carroll County
Primary Shelter	Kingswood Middle/High School
Secondary Shelter	Kingswood School Arts Complex (generator)
Tertiary Shelter	Local churches
Utilities	
Wolfeboro Public Works Department	Wolfeboro Public Works is comprised of four divisions: Highway, Garage, Buildings & Grounds & Solid Waste Disposal; generator
	Full-time Director; 11 full-time employees
Public Works Dispatch	Dispatched by phone or if needed through Wolfeboro Central Dispatch
Town Sewer	Wolfeboro Sewer Department & Private Septic; 5 full-time staff members
Local Roads	66 miles Town Roads; 14 miles of gravel
Public Works Mutual Aid	Yes
Wolfeboro Water Supply	Wolfeboro Water Utilities
Waste Water Treatment Plant	Yes
Electricity	Wolfeboro Electric Department; full-time director; 7 fulltime and 3 part-time employees
Electric Dispatch	Dispatched by phone or if needed through Wolfeboro Central Dispatch
Electric Mutual Aid	Northeast Public Power Association
Natural Gas Supplier	None
Cellular Telephone Access	Yes (some areas with limited or no service)
High Speed Internet	Yes
Telephone Company	Consolidated Communications (formerly Fairpoint)

Town Statistics		
Transportation		
Primary Evacuation Routes	NH Route 28, 109 & 109A	
Secondary Evacuation Routes	Beach Pond Road; Pork Hill Road; Middleton Road	
Nearest Interstate	Spaulding Turnpike, Exit 18 (16 miles) & I-93, Exit 24 (35 miles)	
Nearest Airstrips	Moultonborough Airport, Moultonborough (3,475' lighted asphalt runway)	
	Skyhaven Airport, Rochester (4,001' lighted asphalt runway)	
	Laconia Municipal Airport, Gilford (5,890' lighted asphalt runway)	
	Lakes Region Airpark; amphibious landings on Lake Winnipesaukee (Winter Harbor, Wolfeboro)	
Helicopter Landing Zones	Huggins Hospital (Wolfeboro); the NICK (Wolfeboro) and Forest Road (former airstrip); and at airstrips listed above	
Nearest Commercial Airport(s)	Manchester-Boston Airport (57 miles)	
	Portland International Airport (63 miles)	
	Pease International Airport (46 miles)	
Public Transportation	Carroll County Transit Project (TCCAP, Tri County Community Action Programs)	
Railroad	No	
Education & Childcare		
Elementary School	Carpenter Elementary School grades K-3	
Elementary School	Crescent Lake Elementary School, grades 4-6	
Middle/High School	Kingswood Regional Middle School grades 7-8	
School Administrative Unit	Kingswood Regional High School grades 9-12	
Childcare Facilities	5 facilities, 292 capacity	
Private School	Brewster Academy, grades 9-12	
Conserved Land as a Percent of Land in the Community ***(GIS Analysis)***		
	Square Miles	**Percent of Town Land**
Approximate Square Miles in Community	48.30	100.0%
Approximate Non-Conserved Land	44.34	91.8%
Approximate Total Conserved Land	3.96	8.2%
Approximate Federal Owned Land	0.00	0.0%
Approximate State Owned Land	0.31	0.6%
Approximate State Municipal/County Land	1.94	4.0%
Approximate Private Land	1.72	3.6%
Fire Statistics ***(NH Division of Forests & Lands & the Town of Wolfeboro)***		
Wolfeboro Wildfire Fire Calls (2017)	First response in other communities; but estimate about 10 wildfire calls a year in Wolfeboro	
Carroll County Fire Statistics (2017)	8 fires, 1 acre	
State Forest Fires FY (2017)	64 fires, 107 acres	
Information found in Table 2.1, unless otherwise noted, was derived from the Economic & Labor Market Information Bureau, NH Employment Security, October 2017. Community Response Received 7/10/2017; http://www.nhes.nh.gov/elmi/products/cp/profiles-htm/wolfeboro.htm		

SHELTER RECOMMENDATIONS

A comprehensive Shelter Plan should include (but not be limited to) such items as:

- Memorandums of Understanding (MOU) between the Shelter and other authorities, i.e. the Town.
- Inventories of available resources, i.e., cots, blankets, pillows, food, water, etc.
- Lists of available volunteer and staff members along with their contact numbers.
- Transportation resources that will enable the transport of not only goods and services to the shelter, but also evacuees.
- Disaster welfare and inquiry forms and documents that will enable loved ones to connect with one another, for example American Red Cross "Safe & Well Program".
- Floor plans of the facility.
- Pre-determined instructions to evacuees on what to bring to the shelter.
- Pre-determined information on pet sheltering.
- Instructions for use of alternative shelter facilities.
- Pre-determined locations for the storage of stockpiles of food, water and other donations.
- Pre-determined plan of action to accommodate the functional needs individuals and those with special dietary needs.
- Basic first aid accommodations and contact numbers for medical and mental health assistance.
- Pre-planned agreements with law enforcement for security measures and traffic control at the shelter.
- Pre-planned agreements with the Fire Department for fire surveillance.
- Systems that can verify and credential volunteers.
- Provisions to ensure proper food inspection, safety and serving as well as lists of resources and contacts that will help ensure the proper handling and safety of food.
- Pre-planned registration procedures to document evacuees and staff.
- Identified means of public communication to keep evacuees informed within the shelter.
- A Shelter "Start-up Kit" along with its location and an inventory of kit items such as:

    - *White board*
    - *Poster paper*
    - *Clip boards*
    - *Flash lights*
    - *Scissors, staplers*
    - *Registration materials (i.e. file cards, Red Cross registration forms)*
    - *Snacks-coffee, tea, cookies, (rotate every six months)*
    - *ID badges*
    - *Tape (painter's tape and duct tape)*
    - *Toiletries (items such as diapers, toilet paper, waterless sanitizer, sanitary napkins, etc.)*
    - *Flip chart*
    - *Whistle*
    - *Magic markers, colored pens, pencils, pens, paper*
    - *Trash bags, (plastic)*
    - *Cleaning supplies (all-purpose cleaner)*
    - *Battery operated radios & batteries*
    - *Gloves*

In addition to the provision of shelter and mass care services, other items may need to be addressed in the Shelter Plan. For example, evacuees may need assistance with clothing, basic medical attention, prescription medicines, mental health services, temporary housing and other support services. Some of the services may be provided by the same volunteer organizations that are operating shelters.

The American Red Cross publishes standards for temporary shelters. The following is a basic list of suggested criteria for shelter selection:

- **Condition / location of the shelter**
    - Structurally sound and in a safe condition
    - Not located in an area prone to flooding, or where flooding can cut off access to the facility
    - Not located in a hazardous material risk area
- **General characteristics that a shelter should have**
    - Adequate sleeping space
    - Sufficient restrooms for the population housed
    - Adequate climate control system
    - A kitchen/ dining area
    - Shower facilities
    - Telephone service
    - Adequate parking
    - Emergency backup power
    - Handicap accessibility

For health reasons, shelters operated by American Red Cross and most other organized volunteer groups do not allow pets, unless these pets are designated service animals. However a number of studies have indicated that some people, particularly the elderly will not leave their homes if they cannot take their pets with them. Leaving animals may also place them in harm's way. Pet owners have been known to return to evacuated areas in search of their pets, in spite of the danger warnings. *ESF #6, Mass Care, Housing & Human Services*, addresses this issue in more detail.

TERRORISM DEFINITIONS

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

WEAPONS OF MASS DESTRUCTION (WMD)

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

INCENDIARY/EXPLOSIVES

The easiest WMD to obtain and use is a conventional explosive device, or Improvised Explosive Device (IED), which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments and special events, also can cause explosions and fires. Bombs and firebombs are cheap and easily constructed, involve low technology and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

COMBINED HAZARDS

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

BIOLOGICAL

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

CHEMICAL

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

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

NUCLEAR AND RADIOLOGICAL

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

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

- Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While "weapons-grade" material increases the efficiency of a given device, materials of less than weapons grade can still be used.

- Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.

- Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

CYBER-TERRORISM

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

AGRI-TERRORISM

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

OTHER TERRORISM HAZARDS

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

Low-Tech Devices and Delivery

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

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

Infrastructure Attacks

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

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

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

ACRONYMS & ABBREVIATIONS

ACS .....Acute Care Site
ARC .....American Red Cross
ARES.....Amateur Radio Emergency Service
BOCA .....Building Officials and Code Administrators
CBRNE .....Chemical, Biological, Radiological, Nuclear, and Explosive
CDC.....Centers for Disease Control and Prevention
CERCLA .....Comprehensive Environmental Response, Compensation, and Liability Act
CFR .....Code of Federal Regulations
CIKR.....Critical Infrastructure & Key Resources
CIP.....Capital Improvements Program
COG .....Continuity of Government; also Council of Governments
COOP .....Continuity of Operations
DBHRT .....Disaster Behavioral Health Response Team
DEMD .....Deputy Emergency Management Director
DES .....Department of Environment Services
DFO .....Disaster Field Office
DHHS .....Department of Health and Human Services
DHS .....Department of Homeland Security
DMCR .....Disaster Management Central Resource
DNCR .....Department of Natural & Cultural Resources
DOD.....Department of Defense
DOE.....Department of Energy
DOJ .....Department of Justice
DOT .....Department of Transportation
DPP .....Domestic Preparedness Program
DPW .....Department of Public Works
DRC.....Disaster Recovery Center
EAS .....Emergency Alert System
EMA.....Emergency Management Agency
EMD.....Emergency Management Director
EMS.....Emergency Medical Services
EO .....Executive Order
EOC.....Emergency Operations Center
EOP .....Emergency Operations Plan
EPA .....U.S. Environmental Protection Agency
EPCRA .....Emergency Planning and Community Right-to-Know Act
ESF.....Emergency Support Functions
FEMA.....Federal Emergency Management Agency
FIRM.....Flood Insurance Rate Map
FOC .....Field Operations Center
FOG.....Field Operating Guide
FRERP .....Federal Radiological Emergency Response Plan
NRP .....National Response Plan
GIS .....Geographic Information System
HSAS.....Homeland Security Advisory System (former color-coded system)

HazMat .....Hazardous Material(s)
HMGP.....Hazard Mitigation Grant Program
HSEM .....Homeland Security Emergency Management
IAP.....Incident Action Plan
IC .....Incident Commander
ICC .....Incident Command Center
ICS.....Incident Command System
JIC .....Joint Information Center
MA .....Mutual Aid
MCI .....Mass Casualty Incident
MOA .....Memorandum of Agreement
MOU .....Memorandum of Understanding
NAWAS .....National Warning System
NFA .....National Fire Academy
NFIP .....National Flood Insurance Program
NGVD .....National Geodetic Vertical Datum of 1929
NHDOT.....NH Department of Transportation
NIMS.....National Incident Management System
NTAS .....National Terrorism Advisory System
NWS .....National Weather Service
ODP.....Office for Domestic Preparedness (DHS)
OSI .....Office of Strategic Initiatives
PA.....Public Assistance
PDA .....Preliminary Damage Assessment
PDD .....Presidential Decision Directive
PHS .....Public Health Service
PIO .....Public Information Officer
POD.....Point of Distribution
PPE .....Personal Protective Equipment
PSA .....Public Service Announcement
RERP.....Radiological Emergency Response Plan
RNAT.....Rapid Needs Assessment Team
SARA.....Superfund Amendments and Reauthorization Act of 1986 (a.k.a. EPCRA)
SERC.....State Emergency Response Commission
SERT .....State Emergency Response Team
SITREP.....Situation Report (Also SitRep)
SLG .....State and Local Guide
SOG.....Standard Operating Guide
SOP .....Standard Operating Procedure
SNS .....Strategic National Stockpile
UC .....Unified Command
USDA.....US Department of Agriculture
USDA-FS.....USDA-Forest Service
USGS .....United States Geological Society
VOAD .....Volunteer Organization Active in Disasters
WMD.....Weapon(s) of Mass Destruction
WMD-CST .....WMD Civil Support Team

DEFINITIONS

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

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

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

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

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

Citizen Emergency Response Team (CERT) – Group of citizen volunteers who offer assistance during disasters or major emergencies.

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

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

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

Comprehensive Environmental Response, Compensation and Liability Act of 1980 (CERCLA) – Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

Consequence Management – Measures to protect public health and safety, restore essential government services and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism.

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

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

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

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire and plan the resources needed to anticipate, prevent and/or resolve a threat of terrorism.

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

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

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

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

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

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

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

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

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

Disaster Welfare Inquiry (DWI) System - Safe & Well System – System set up by the American Red Cross to collect, receive and report information about the status of victims and assist families with reunification.

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

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

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

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

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

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

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

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

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

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

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

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

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

Federal Response Plan (FRP) – The FRP establishes a process and structure for the systematic, coordinated and effective delivery of federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.).

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

Functional Areas of Responsibility – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the local EOP. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services) and the department/agency responsible for providing those services/functions and the primary tasks/activities associated with the particular service/function.

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

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

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

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

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

Improvised Explosive Device (IED) - An improvised explosive device (IED) attack is a "homemade" bomb and/or destructive device to destroy, incapacitate, harass, or distract. IEDs are used by criminals, vandals, terrorists, suicide bombers and insurgents. Because they are improvised, IEDs can come in many forms, ranging from a small pipe bomb to a sophisticated device capable of causing massive damage and loss of life. IEDs can be carried or delivered in a vehicle; carried, placed, or thrown by a person; delivered in a package; or concealed on the roadside.

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

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

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

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

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

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

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

Lead Agency – The federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the federal response in a specific functional area. The FBI is the lead agency for crisis management and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Point of Distribution (POD) - Facilities operated by local governments, local churches, community-based organizations and voluntary agencies for providing donated goods directly to disaster victims.

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

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

Lead Agency – The Lead Agency is an agency, organization or group designated as an ESF Lead Agency serve as the executive agent under the local EOP to accomplish the assigned ESF mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements. Certain ESFs may have more than one agency designated in which cases they would be identified as "Co-Lead" agencies.

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

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

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

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

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

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

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

Revised Statutes Annotated (RSAs) – The specific form of State Law, codified and recorded for reference.

Shelter – A facility to house, feed and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

Staging Area (SA) – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

Standard Operating Guidelines (SOG) – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).

Standard Operating Procedures (SOP) – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

State Coordinating Officer (SCO) – The representative of the Governor (usually the Director (Coordinator) of Emergency Management) who coordinates the state response and recovery activities with those of the Federal Government.

State Emergency Response Commission (SERC) – Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing local Emergency Planning Committees (LEPC).

State Emergency Response Team (SERT) – A team of senior representatives of state agencies, state level volunteer organizations and state level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

State Warning Point (SWP) – The state facility (NH State Police Communications Center) that receives warnings and other emergency information over NAWAS and relays this information in accordance with current directives.

Strategic National Stockpile (SNS) – The United States national repository of antibiotics, vaccines, chemical antidotes, antitoxins and other critical medical equipment and supplies.

Support Agency – An agency, organization or group that provides an essential function or service critical to the ESF.

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

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

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

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

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

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

Weapon of Mass Destruction (WMD) – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

PAGE INTENTIONALLY LEFT BLANK

AUTHORITY OF EMERGENCY RESPONSE AGENCIES

Position/Agency	Authorities	Authority
Governor	✶ Delegation of Authority to HSEM Director.	RSA 21 P-37
	✶ Declaration of State of Emergency.	
	✶ Ordering Evacuation.	
	✶ Ordering other Protective Actions.	
Department of Agriculture	✶ Regulation of Food Handling, Preparation, Storage, & Distribution.	RSA 426
	✶ Environmental Sampling.	RSA 107
Department of Education	✶ Assist in Coordination of Emergency Response Activities of School Districts.	RSA 21
Department of Employment Security	✶ Actions & Provisions as Specified in the Disaster Relief Act of 1974.	RSA 108
Department of Environmental Services	✶ Control of Public Water Supplies.	RSA 149
	✶ Environmental Sampling.	
Department of Health & Human Services: Division of Community & Public Health Services	✶ Radiological Waste Disposal.	RSA 125
	✶ Transportation of Patients and Use of Vehicles as Ambulances.	RSA 151
	✶ Response Expenses.	RSA 161
	✶ Reciprocal Agreements.	
Division of Human Services	✶ Emergency Social Services.	RSA 161
	✶ Referral services for Evacuees.	
	✶ Emergency Shelter.	RSA 126
Department of Natural & Cultural Resources (DNCR)	✶ Access & Traffic Control in State Parks & Forests.	RSA 218 RSA 12
Department of Safety Division of Fire Safety & Emergency Management	✶ Direction of Emergency Response Organization.	RSA 21
	✶ Control of Emergency Communications.	
	✶ Request Federal and Regional Assistance.	
	✶ Actions & Provisions of the Disaster Relief Act of 1974.	RSA 108
	✶ NH Radiological Emergency Response Plan.	RSA 21/125
Pupil Transportation	✶ Direct Resources of Bus Services.	RSA 265
State Police	✶ Access Control.	RSA 106
	✶ Support to Local Police.	
	✶ Support to Traffic Control.	
	✶ Crime Prevention & Control.	
	✶ Request for Regional Law Enforcement Assistance.	NESPAC
Emergency Management	✶ Local Organization for Emergency Management	RSA 21-P:39
	✶ Immunity and Exemption	RSA 21-P:41

Position/Agency	Authorities	Authority
Department of Transportation	✶ Utilize Traffic Control Devices.	RSA 228
	✶ Clearing Roads of Vehicles, Debris, & Snow.	
	✶ Installing Evacuation Route Signs.	
Fish & Game Department	✶ Support DPHS Special Environmental Sampling & Monitoring of Shellfish.	RSA 206
	✶ Access & Traffic Control in Remote Areas.	RSA 211
	✶ Notification & Evacuation of Individuals in Outdoor Recreational Areas.	RSA 208
NH National Guard	✶ Mobilization of Reserves for Protracted Emergency Period.General Support.	RSA 110
Fire Department	✶ NH Statutes and Codes; Chapter 154, Firewards, Firefighters and Fire Hazards ✶ Authority of Fire Officer in Charge; RSA154:7.	Chapter 154 RSA 154:1 to 154:34
Police Department	✶NH Statutes and Codes; Title VII, Chapter 105 A – Police Officers and Watchmen	Chapter 105 A
Public Utilities Commission	✶ Consider Implementation of Emergency Regulations.	RSA 107:B
	✶ Provide State Emergency Response Organization additional Nuclear Facility Onsite Information.	
	✶ Monitor Performance of Utilities Emergency Response.	
Civil Air Patrol	✶ Transportation of Passengers & Equipment.	LOA
	✶ Aerial Reconnaissance of Surface Traffic.	
	✶ Air & Ground Search and Rescue.	
	✶ Airborne Damage Assessment.	
	✶ Aerial Radiological Monitoring.	
	✶ Radio Communication Support.	
	✶ Courier & Message Service.	
U.S. Coast Guard	✶ Controlling Access to EPZ by Sea.	Title 33, CFR Parts 165.20 & 160.111
	✶ Marine Emergency Notification to Commercial & Pleasure Craft.	
Federal Agencies	✶ Authorities of Public Law 93-288, as amended, *the Robert T. Stafford Disaster Relief & Emergency Assistance Act.*	PL 93-288
RSA = (New Hampshire Revised Statues Annotated) of the State Emergency Management Act		

EMERGENCY MANAGEMENT STATUTES – CHAPTER 21P

Selected sections pertaining to Local Emergency Management

21-P: 34 Purposes

The emergency management powers are conferred upon the governor and upon other executive heads of governing bodies of the state; the creation of local organizations for emergency management in the political subdivisions of the state is authorized

21-P: 35 Definitions

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

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

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

21-P: 39 Local Organization for Emergency Management.

I. Each political subdivision of the state shall establish a local organization for emergency management in accordance with the state emergency management plan and program. Each local organization for emergency management shall have a local director who shall be appointed and removed by the county commissioners of a county, the city council of a city, or Board of Selectmen of a town and who shall have direct responsibility for the organization, administration and operation of such local organization for emergency management, subject to the direction and control of such appointing officials. Each local organization shall have jurisdiction only within its respective political subdivision and the director appointed by that political subdivision shall be responsible to his or her appointing authority. The appointing authority may appoint one of its own members or any other citizen or official to act as local director and shall notify the state director in writing of such appointment. If a local director is removed, the state director shall be notified immediately. Each local organization for emergency management shall perform emergency management functions within the territorial limits of the political subdivision within which it is organized.

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

III. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property and providing emergency assistance to the victims of such disaster. Each political subdivision may exercise the powers vested under this section in the light of the exigencies of the extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law, excepting mandatory constitutional requirements, pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials and the appropriation and expenditure of public funds.

IV. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may meet at any place within or without the territorial limits of such political subdivision and shall proceed to establish and designate by ordinance, resolution, or other manner, alternate or substitute sites or places as the emergency temporary location or locations of such government where all or any part of the public business may be transacted and conducted during the emergency situation. Such sites or places may be within or without the territorial limits of such political subdivision, but shall be within this state.

21-P: 40 Mutual Aid Arrangements

The local director of each local organization for emergency management may, with the approval of the commissioner and in collaboration with other public and private agencies within this state, develop or cause to be developed mutual aid arrangements for reciprocal emergency management aid and assistance in case of disaster too great to be dealt with unassisted. Such arrangements shall be consistent with the state emergency management plan and program and in time of emergency it shall be the duty of each local organization for emergency management to render assistance in accordance with the provisions of such mutual aid arrangements. Parties shall be entitled to the same immunities and exemptions as provided in RSA 21-P:41.

21-P: 41 Immunity and Exemption

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

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

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

IV. Dentists licensed in this state, nurses registered in this state, student nurses undergoing training at a licensed hospital in this state, or emergency medical care providers licensed under RSA 153-A, during any emergency, shall be regarded as authorized emergency management workers and while so engaged may practice, in addition to the authority granted them by other statutes, administration of anesthetics; minor surgery; intravenous, subcutaneous and intramuscular procedures; and oral and topical medication under the general but not necessarily direct supervision of a member of the medical staff of a legally incorporated and licensed hospital of this state and to assist such staff members in other medical and surgical procedures.

V. Any emergency management worker, performing emergency management services at any place in this state pursuant to agreements, compacts or arrangements for mutual aid and assistance, to which the state or one of its political subdivisions is a party, shall possess the same powers, duties, immunities and privileges the worker would ordinarily possess if performing his or her duties in the state or political subdivision in which normally employed or rendering services.

VI. Any emergency management worker shall:

(a) If the worker is an employee of the state, have the powers, duties, rights and privileges and receive the compensation incidental to his or her employment;

(b) If the worker is an employee of a political subdivision of the state, whether serving within or without such political subdivision, have the powers, duties, rights, privileges and immunities and receive the compensation incidental to his or her employment; and

(c) If the worker is not an employee of the state or one of its political subdivisions, be entitled to the same rights as to compensation for injuries as are provided by law for the employees of this state. The emergency management personnel shall, while on duty, be subject to the operational control of the authority in charge of emergency management activities in the area in which they are serving and shall be reimbursed for all actual travel and subsistence expenses incurred under orders issued by the director.

Section 21-P: 42 Private Liability

Any person owning or controlling real estate or other premises or private property who grants a license or privilege or otherwise permits the designation or use of the whole or any part or parts of such real estate or premises or private property for the purpose of compliance or attempting to comply with this subdivision during an actual or impending emergency or practice exercise, together with his or her successors in interest, if any, shall not be civilly liable for negligently causing the death of, or injury to, any person on or about such real estate or premises or private property or loss of, or damage to, the property of such person.

Section 21-P: 43 Appropriations and Authority to Accept Services, Gifts, Grants and Loans

Each political subdivision may make appropriations in the manner provided by law for making appropriations for the ordinary expenses of such political subdivision for the payment of expenses of its local organization for emergency management. Whenever the federal government or any federal agency or officer offers to the state, or through the state to any of its political subdivisions, services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the state, acting through the governor, commissioner, or such political subdivision, acting with the consent of the governor and through its executive officer, city council, or Board of Selectmen, may accept such offer, subject to the terms of the offer and the rules and regulations, if any, of the agency making the offer. Whenever any person, firm or corporation offers to the state or to any of its political subdivisions services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the state, acting through the governor, or such political subdivision, acting through its executive officer, city council, or Board of Selectmen, may accept such offer, subject to its terms.

Section 21-P: 44 Utilization of Existing Services and Facilities

In carrying out the provisions of this subdivision, the governor, executive heads of state agencies and local executive officers of the political subdivisions of the state shall utilize the services, equipment, supplies and facilities of existing departments, offices and agencies of the state and its political subdivisions to the maximum extent practicable and the officers and personnel of all such departments, offices and agencies are directed to cooperate with and extend such services and facilities to the governor and to the emergency management organizations of the state upon request.

Section 21-P: 45 Enforcement

It shall be the duty of every organization for emergency management established under this subdivision and of the officers of such organization to execute and enforce such orders, rules and regulations as may be made by the governor under authority of this subdivision or RSA 4:45.

Section 21-P: 46 New Hampshire Emergency Response and Recovery Fund

There is hereby established a New Hampshire emergency response and recovery fund. The fund shall provide a source for the matching funds required as a commitment to secure Federal Emergency Management Agency relief assistance grants for costs incurred in disasters declared by the President of the United States. The fund shall be non-lapsing and continually appropriated to the department of safety.

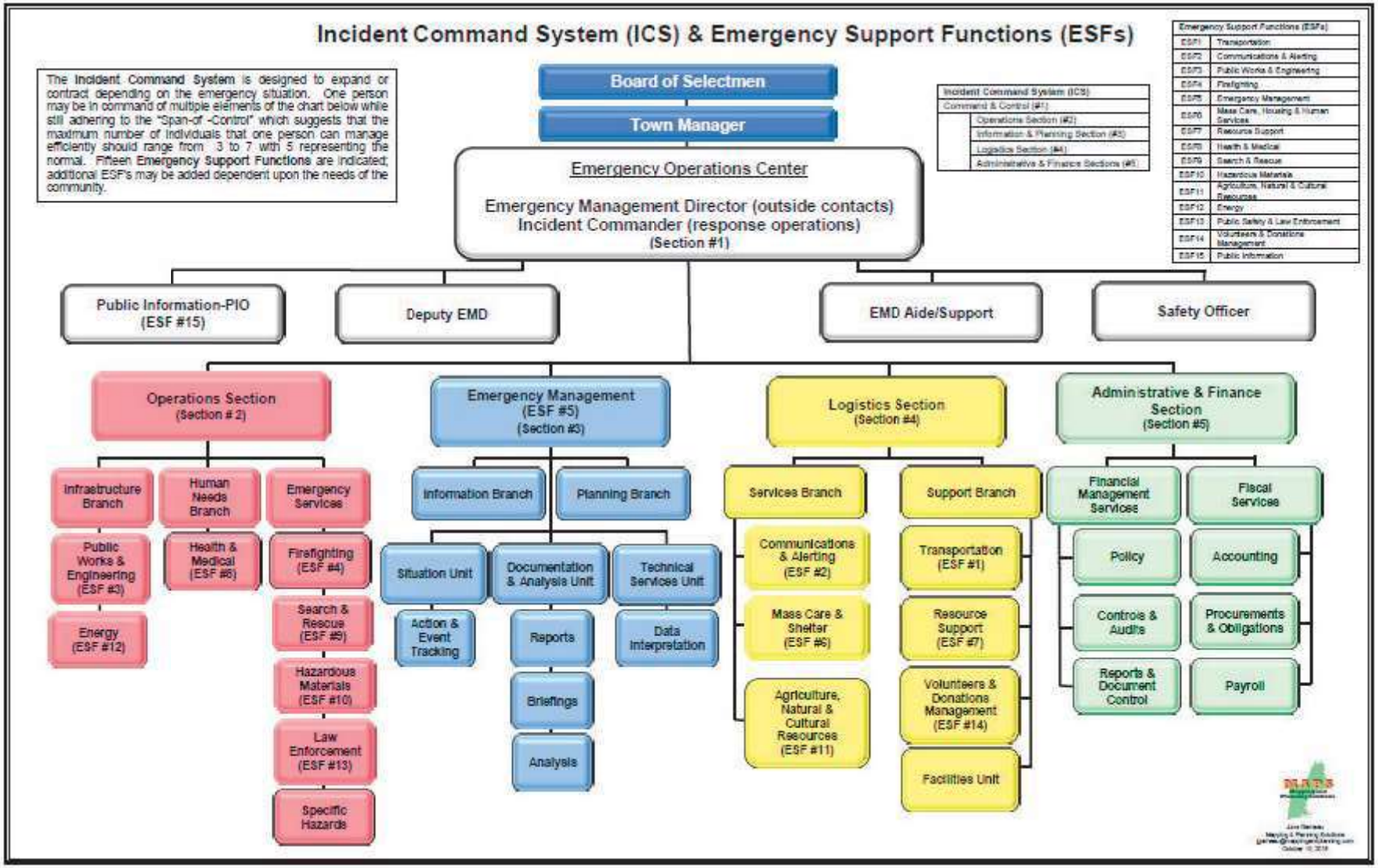
Section 21-P: 47 Penalty

If any person violates or attempts to violate any order, rule, or regulation made pursuant to this subdivision, such person shall be guilty of a misdemeanor.

Sections of the Emergency Management Statutes, Section 21 P that were omitted from this Plan include:

- **21-P:36 Division of Homeland Security and Emergency Management**
- **21-P:36-a Assistant Director of the Division of Homeland Security and Emergency Management; Retirement System** [Repealed 2012, 226:4, III, eff. June 16, 2012.]
- **21-P:37 Emergency Management Powers Conferred**
- **21-P:37-a State Policy for Service Animals**
- **21-P:37-b Agreement Resulting From Disaster Declaration**
- **21-P:38 Emergency Management Powers and Duties Regarding Communications Systems**
- **21-P:48 Advisory Council on Emergency Preparedness and Security**

INCIDENT COMMAND SYSTEM (ICS) CHART



PAGE INTENTIONALLY LEFT BLANK

CHAPTER 10 – ICS & OTHER FORMS

Table of Contents

ICS FORMS TYPICALLY INCLUDED IN INCIDENT ACTION PLANS (IAPs) 253
ICS 202: INCIDENT OBJECTIVES *253*
ICS 203: ORGANIZATION ASSIGNMENT LIST *255*
ICS 204: ASSIGNMENT LIST *257*
ICS 205: INCIDENT RADIO COMMUNICATIONS PLAN *259*
ICS 205A: COMMUNICATIONS LIST *261*
ICS 206: MEDICAL PLAN *263*
ICS 208: SAFETY MESSAGE/PLAN *265*
OTHER FORMS 267
DAILY SHELTER REPORT - WOLFEBORO *267*
RECEIPT OF DONATED GOODS & CASH - WOLFEBORO *269*
VOLUNTEER REGISTRATION FORM - Wolfeboro *271*
FUNCTIONAL NEEDS FORM *273*
AMERICAN RED CROSS SAFE & WELL *275*

For additional ICS Forms go the National Incident Management System (NIMS) Incident Command System Forms Booklet which contains a complete collection of reproducible ICS forms:
http://www.fema.gov/media-library-data/20130726-1922-25045-7047/ics_forms_12_7_10.pdf

For ICS Forms in word-fillable format, go to:
http://training.fema.gov/EMIWeb/is/ICSResource/icsforms.htm

PAGE INTENTIONALLY LEFT BLANK

ICS FORMS TYPICALLY INCLUDED IN INCIDENT ACTION PLANS (IAPS)

ICS 202: INCIDENT OBJECTIVES

1. Incident Name	2. Operational Period: Date From: Date To: Time From: Time To:
3. Objective(s):	
4. Operational Period Command Emphasis	
General Situational Awareness	
5. Site Safety Plan Required? ❒ Yes ❒ No Approved Site Safety Plan(s) Located at:	
6. Incident Action Plan (the items checked below are included in this Incident Action Plan) ❒ ICS 202 ❒ ICS 206 Other Attachments: ❒ ICS 203 ❒ ICS 207 _____ ❒ ICS 204 ❒ ICS 208 _____ ❒ ICS 205 ❒ Map/Chart _____ ❒ ICS 205A ❒ Weather Forecast/Tides/Currents _____	
7. Prepared by: Name: _____ Position/Title: _____	
8. Approved by Incident Commander: Name: _____ Signature: _____	
ICS 202 | IAP Page _____	Date/Time: _____

PAGE INTENTIONALLY LEFT BLANK

ICS 203: ORGANIZATION ASSIGNMENT LIST

1. Incident Name:	2. Operational Period: Date From : Date To: Date From : Date To:

3. Incident Commander(s) and Command Staff:		7. Operations Section:		
IC/UCs		Chief		
		Deputy		
Deputy		Staging Area		
Safety Officer		**Branch**		
Public Info. Officer		Branch Director		
Liaison Officer		Deputy		
4. Agency/Organization Representatives:		Division/Group		
Agency/Organization	Name	Division/Group		
		Division/Group		
		Division/Group		
		Division/Group		
		Branch		
		Branch Director		
		Deputy		
5. Planning Section:		Division/Group		
Chief		Division/Group		
Deputy		Division/Group		
Resources Unit		Division/Group		
Situation Unit		Division/Group		
Documentation Unit		Branch		
Demobilization Unit		Branch Director		
Technical Specialists		Deputy		
		Division/Group		
		Division/Group		
		Division/Group		
6. Logistics Section:		Division/Group		
Chief		Division/Group		
Deputy		**Air Operations Branch**		
Support Branch		Air Ops Branch Dir.		
Director				
Supply Unit				
Facilities Unit		**8. Finance/Administration Section:**		
Ground Support Unit		Chief		
Service Branch		Deputy		
Director		Time Unit		
Communications Unit		Procurement Unit		
Medical Unit		Comp/Claims Unit		
Food Unit		Cost Unit		

9. Prepared by: Name: _____ Position/Title: _____

Signature: _____

ICS 203	IAP Page _____	Date/Time: _____

PAGE INTENTIONALLY LEFT BLANK

ICS 204: ASSIGNMENT LIST

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Branch: Division: Group: Staging Area:

4. Operations Personnel: Name Contact Number(s)

Operation Section Chief: _____

Branch Director: _____

Division/Group Supervisor: _____

5. Resources Assigned:				
Resource Identifier	Leader	# of Persons	Contact (e.g., Phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information

6. Work Assignments:

7. Special Instructions:

8. Communications (radio and/or phone contact numbers needed for this assignment):

Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel)

_____/_____ _____

_____/_____ _____

_____/_____ _____

_____/_____ _____

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 204	IAP Page _____	Date/Time: _____

PAGE INTENTIONALLY LEFT BLANK

ICS 205: INCIDENT RADIO COMMUNICATIONS PLAN

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Group	Channel #	Function	Channel Name/Trunked Radio System Talk-group	Assignment	Rx Freq N or W	Rx Tone/NAC	Rx Freq N or W	Rx Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by Communications Unit Leader): Name: _____ Signature: _____

ICS 205	IAP Page _____	Date/Time: _____

PAGE INTENTIONALLY LEFT BLANK

ICS 205A: COMMUNICATIONS LIST

1. Incident Name	2. Operation Period: Date From: Date To: Time From: Time To:

3. Basic Local Communications Information:

Incident Assignment Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

4. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 205A	IAP Page _____	Date / Time: _____

PAGE INTENTIONALLY LEFT BLANK

ICS 206: MEDICAL PLAN

1. Incident Name:	2. Operational Period: Date From: Date To:
	Time From: Time To:

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			Yes No
			Yes No
			Yes No
			Yes No
			Yes No
			Yes No

4. Transportation (indicate air or ground):

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			ALS BLS
			ALS BLS
			ALS BLS
			ALS BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude If Heli-pad	Contact Number(s)/ Frequency	Travel Time Air	Travel Time Ground	Trauma Center	Burn Center	Heli-Pad
					Yes Level: ____	Yes No	Yes No
					Yes Level: ____	Yes No	Yes No
					Yes Level: ____	Yes No	Yes No
					Yes Level: ____	Yes No	Yes No
					Yes Level: ____	Yes No	Yes No

6. Special Medical Emergency Procedures

6. Special Medical Emergency Procedures (continued)		
Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.		
7. Prepared by (Medical Unit Leader)**:** Name: _____ Signature: _____		
8. Approved by (Safety Officer)**:** Name: _____ Signature: _____		
ICS 206	**IAP Page _____**	Date/Time: _____

ICS 208: SAFETY MESSAGE/PLAN

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

4. Sate Safety Plan Required? Yes ☐ No ☐

Approved Site Safety Plan(s) Located at:

5. Prepared by: Name _____ Position/Title: _____ Signature: _____

ICS 208	IAP Page _____	Date/Time: _____

PAGE INTENTIONALLY LEFT BLANK

OTHER FORMS

DAILY SHELTER REPORT - WOLFEBORO

DAILY SHELTER REPORT
Town of Wolfeboro

Shelter Location: _____Date of Report: _____

Current Status:

Anticipated Needs:

Number of persons sheltered: Today: _____ To Date: _____

Number of meals served: Today: _____ To Date: _____

Problems/ Concerns:

Plan:

Person Completing Report: _____ Date: _____

PAGE INTENTIONALLY LEFT BLANK

RECEIPT OF DONATED GOODS & CASH - WOLFEBORO

RECEIPT FOR DONATED GOODS AND CASH

Town of Wolfeboro

Name of Donor: _____ Date: _____

Street Address: _____

Town: _____ State: _____ Zip: _____

Description of item **Quantity**

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Signature: _____ _____

Donations Center Staff Date

PAGE INTENTIONALLY LEFT BLANK

VOLUNTEER REGISTRATION FORM - WOLFEBORO

VOLUNTEER REGISTRATION
EMERGENCY OPERATIONS PROGRAM
Town of Wolfeboro

Name: _____ *Date:* _____

Address: _____ *Contact Number:* _____

PLEASE CHECK ANY OF THE FOLLOWING IN WHICH YOU HAVE EXPERTISE AND TRAINING.

_____First Aid (current card: Yes___ No___)	_____Structural Engineer
_____CPR (current card: Yes___ No___)	_____Shelter Management
_____Triage	_____Waste Disposal
_____Construction	_____Recreational Leader
_____Search & Rescue	_____Physician
_____Law Enforcement	_____Nurse
_____Multi-Lingual (Languages: _____)	_____Mental Health Worker
_____Food Preparation	_____Other_____
_____Bus/Truck Driver	_____Other_____
_____Commercial Driver's License	_____Other_____
_____Ham Radio Operator	_____Other_____

Do you have equipment or access to equipment or materials which could be used in an emergency?
Yes: ___ No: ___

Please list equipment and materials

_____ _____
_____ _____

Special Interests

_____ _____
_____ _____

Availability

_____ _____
_____ _____

Signature of Volunteer: _____ Date:_____

PAGE INTENTIONALLY LEFT BLANK

FUNCTIONAL NEEDS FORM

Town of Wolfeboro

Do you require assistance in an emergency? Filling out this form could provide emergency responders with valuable information that can help them better assist you at the time of an emergency.

Please fill out and return this form to _____ as soon as possible. If someone you know requires assistance during an emergency, please urge them to complete and return this form. This form should be filled out each year to keep our records up-to-date.

*This information will be kept confidential and is for local official use only. This information is being requested on a **volunteer** basis and is for informational purposes for town officials and emergency responders if needed. Submitting this form **does not represent a guarantee** of services based on specific needs, but may serve as a useful document at the time of an emergency. It is the responsibility of the person submitting this form to update this information.*

Yes/I am the person who will need assistance during an emergency:	**Relative/person we can notify to assist you in an emergency:**
Name: _____	Name: _____
Address: _____	Address: _____
City/State/Zip: _____	City/State/Zip: _____
Phone (Home):_____	Phone (Home):_____
Phone (Cell): _____	Phone (Cell): _____
Email: _____	Phone (Work): _____

Please mark an "X" in EACH box that applies to your needs:

Mobility & Transportation Issues

- ☐ I have significant mobility issues
- ☐ I must use a wheelchair to get around
- ☐ I must use a walker/cane to get around
- ☐ I will need special assistance to evacuate my home as I am a person of size
- ☐ I will need wheelchair accessible transportation to successfully evacuate
- ☐ I will need an ambulance to successfully evacuate

Medical Issues

- ☐ I require the use of oxygen
- ☐ I have hearing difficulties; my TTY number is _____
- ☐ I have special dietary needs

Other

- ☐ I do not speak English
- ☐ I have a service animal; he/she is a _____ and weighs _____ pounds

Signature of person needing assistance _____ Date_____

PAGE INTENTIONALLY LEFT BLANK

AMERICAN RED CROSS SAFE & WELL

American Red Cross

Safe and Well Registration Form

"Have you contacted your loved ones yet?"

The American Red Cross can assist you in telling your loved ones that you are safe and well. If you complete this form, your information will be entered into the American Red Cross Safe and Well website at www.redcross.org/safeandwell where your loved ones can search for information about you. Family members or loved ones will enter your name and address or phone number. Results will show your first and last name, the date and time of registration, and the messages you selected to tell your story. Other identifying information, such as your current location, date of birth, email address, and phone number will not be made available to those who search. The American Red Cross may use this information to provide disaster relief services such as family reunification, and may share it with other organizations involved in providing disaster relief.

ARC Instructions for Using Form

Use this form when there is no internet connectivity available and someone wishes to register on the Safe and Well website. Forms should be taken to the nearest location for data entry into the Safe and Well website. Treat the form as confidential information and shred it following data entry.

CLIENT INFORMATION

FIRST NAME (N/A IF REGISTERING AS AN ORGANIZATION)	LAST NAME (OR ORGANIZATION NAME)
EMAIL ADDRESS (SUGGESTED)	DATE OF BIRTH (SUGGESTED)

PRE-DISASTER HOME INFORMATION

PRIMARY PHONE	WORK PHONE (SUGGESTED)	OTHER PHONE (SUGGESTED)

HOME ADDRESS	CITY	STATE	ZIP

BEST CURRENT CONTACT INFORMATION

ADDRESS	CITY	STATE	ZIP

SAFE AND WELL MESSAGES

(Check boxes next to the appropriate messages to make your selections)

- ☐ I am safe and well
- ☐ Family and I are safe and well
- ☐ Currently at shelter
- ☐ Currently at home
- ☐ Currently at family member/friend's house
- ☐ Currently at a hotel
- ☐ I am safe and in the process of evacuating
- ☐ I am evacuating to a shelter
- ☐ I am evacuating to the house of a family member/friend
- ☐ I have evacuated and I am safe
- ☐ I am currently/remaining at home
- ☐ Will make phone calls when able
- ☐ Will email when able
- ☐ Will mail letter/postcard when able

CUSTOM MESSAGE

You may also add your own short message, up to 255 characters. Please take care that your message is appropriate for the public, and do not include names or details if doing so could be harmful to you or others.

_____

_____

_____

For ARC Use Only

Date and Time Entered	DRO Number /Location	Print Name or Enter DSHR No.

PAGE INTENTIONALLY LEFT BLANK

PAGE INTENTIONALLY LEFT BLANK

The Town of Wolfeboro

James Pineo
Wolfeboro Chief of Fire Rescue
PO Box 629
Wolfeboro, NH 03894
(603) 569-8190
firechief@wolfeboronh.us

Wolfeboro, NH
Photo Credit: http://innnewhampshire.com/wolfeboro/

Mapping and Planning Solutions

June Garneau
Owner/Planner
105 Union Street, Suite 1
Whitefield, NH 03598
jgarneau@mappingandplanning.com
(603) 837-7122

Concept of Operations

1 Purpose: To identify a procedure for Town Wide activation of the Emergency Operations Center by members of the Town Staff through specific and measured levels.

1.1 Output: A written or oral procedure to be employed by Town Department Heads and other primary Staff for the purpose of an EOC activation; either in part, total, or limited.

2. Executive Summary:

a) This document provides a mechanism for the process of activation of the Town's Emergency Operations Center (EOC) by degrees for Department Heads, the Board of Selectmen, or specific and authorized Town Staff, in times of emergency, limited emergency, or specific crisis(s). This may require Town assets or resources from the Town (or County, State, or federal authorities) to be deployed/utilized to mitigate or manage a life safety issue.

b) The Board of Selectmen, Town Manager, and Town Department Heads play a vital role in the planning and initiation of the Town's Emergency Operations Plan. Therefore, it is necessary emergency managers, through their assigned and or statutory responsibilities, have a clear process for initiating the Town's Emergency Operations Plan and activating the EOC (Emergency Operations Center). Collectively, the managers have the responsibility to determine to what degree and level the community response should be in any given situation. The Town's Director of Emergency Management proposes the following basis and escalating process. The proposed process defines levels of response which provide the basis for what the community response shall be. Specifically noted, the levels of activation DO NOT have to be sequential. Additionally, they may reverse themselves if the situation gives rise.

2.1 Wolfeboro basic government requirements:

a) The Town of Wolfeboro has basic governmental requirements to provide: a safe and secure environment for all its citizens and guests. This environment should be focused on providing a safe, clean, and family friendly environment that all can enjoy. This includes clean water, functioning sewer/water systems, roads clear from obstructions which are functional in both design and maintenance. In practical terms, a short list is provided for focus and includes but is not limited to the following:

1. Life Safety
2. Law Enforcement
3. Clean Family Friendly Environment
4. Safe and Secure Environment
5. Working Infrastructure (Roads, Water, Sewer)
6. Public Safety and Law Enforcement
7. Fire Suppression
8. Emergency Medical Services

2.2 Current Situation:

a) The Town of Wolfeboro is a tourist destination in the Lakes Region of New Hampshire. As such, its population density is approximately six - eight thousand (6-8K) during the off season, and approximately fifteen - twenty-five thousand (15-25K) sustained during the busy summer and early fall months defined as May 15th through October 31st annually. Wolfeboro derives its revenue source primarily from citizen taxation throughout the course of the year.

b) Additionally, economic vitality is achieved through conditions set by the Town for its business community. Life safety and infrastructure maintenance are the drivers behind the Town's basic responsibility of providing a safe and secure environment for all its citizens, guests, and visitors. Thus, defined as life safety and support requirements including Police, Fire, EMS, Public Works, and basic governance.

c) The purpose of this document is to provide a means, when necessary, to activate the Town's EOC should an event(s) threaten the safety of the Town, its citizens, guests, visitors, public/private property.

3 Operations and Support Description:

a) The Town's EOC is a multi-agency interdisciplinary organization which falls under the Command of the Town's Fire Chief/Emergency Management Director. Its purpose is to provide Command and Control of Town assets/resources during specific emergencies and crisis(s) to maximize affects, minimize harm to civilians, their property, town property and resources. The EOC operates at a specific location for a set duration of time depending on the emergency.

b) The EOC may be called into activation at a specific, limited, or full level, by any Town Department Head, the Town Manager, certain Town staff, or the EOC Chain of Command at any time to help mitigate the effects of a crisis or emergency. The EOC may be activated on a limited basis for specific functions based upon the scope matrix. This process is initiated by the Department Head or Town official (primary staff) calling for the activation through the EOC Commander or its Operations Chief (Fire and Police Chief respectively). Thus, keeping with the Town's first and primary mission; protection of its citizens, life, and property.

Policies, Assumptions and Constraints

a) The EOC will operate in accordance with all Town of Wolfeboro Polices, Procedures, Rules and Regulations established by the Town Manger and Wolfeboro Board of Selectmen. Additionally, the EOC will be under the Command of the Town's Fire Chief/EMD in accordance with State Law and Town of Wolfeboro Policy.

3.1.1 Policy

a) The Town's EOC is commanded by the Town's Fire Chief/EMD. During an activated crisis or emergency, he/she is in charge and orders shall be followed by all Department Heads and Town Staff. The activities are planned by the EOC Planning Section Chief and carried out by the Operations Section Chief.

b) All Department Heads and special staff are identified by name and function in the execution of the Town's EOC.

c) A request for activation may be made by any Town Department Head, Town Manager, certain Town staff or the Town's Board of Selectmen through the Town Manager to the Director of the EOC (Commander) for a specific or limited function.

d) The request should be in writing but can be made in voice if time is of the essence. Such request should be made when a looming crisis or potential emergency is likely to stress: Town resources, assets, life, limb, or property and in jeopardy of catastrophic destruction greater than a so called "Normal Operating Event" such as a structure fire. Should the potential collateral damage be so great as to warrant an activation to help Command and Control, additional resources and assets may be called in to support life safety operations.

e) In a normal request for activation, the Town Department Head, Manager, or Board of Selectmen should provide enough information for the EOC Operations Chief and the EOC Commander to make decisions as to what resources and needs are required. At a minimum, the request should contain the basic Who, What, When, Where, and Why of the request. Additionally, the following information is provided as a suggestion as what should be made in the request: It may include, but is not limited to the following:

1) Type of Request (i.e., full, or partial activation).
2) Time frame i.e., days or months.
3) Specific concerns or mitigation to specific issues i.e., life safety, pandemic, etc.
4) Type of assets required.

5) Additional support required i.e., outside agency requests, or additional assets needed.

6) Life Safety guidance and priority of action (where do we need to focus, and what assets or systems should be utilized for greatest effect).

3.1.2 Activation of EOC:

a) Upon activation, the EOC Commander, Operations Officer and Town Manager will decide on the scope of the activation, resources required, and timeframe for activation based on input/guidance from the requesting authority. Please consider this a "job aid" designed to provide guidance to the on-duty incident commander as to what type of events would warrant notification of the EMD and possible ramping up of the EOC activation level. Thus, intended to be illustrative rather than exhaustive. Good judgment should be used. Levels of activation are listed below:

1. Emergency Response - Normal Operations
2. Emergency Response - Level 1 Surveillance
3. Emergency Response - Level 2 Action – Partial Activation
4. Emergency Response - Level 3 Full Response – Full Activation

b) Examples of "what" may trigger an activation include, but are not limited to the following:

1 Any incident related to the current emergency that has the potential to escalate and possibly overwhelm our resources.

2 Multiple emergencies of a similar nature concurrently or over time.

3 At the request of the on-scene IC or police officer (specific Town staff authorized to make a request for EOC activation).

4 At the request of a state agency (NHOEM).

5 At the request of a representative from Huggins Hospital (surge, etc.).

6 Any incident, potential or actual, which may disrupt the overall operations of the Town.

7 More than one jurisdiction becomes involved in an incident and/or the incident involves multiple agencies.

c) Once EOC activation has occurred, the EOC will then follow normal operating procedures until the EOC Commander or other competent authority has declared that no such emergency exists, or until such time as normal Town and or State resources can handle the emergent threat and it has been diminished.

d) At such time, the EOC Commander MAY deactivate the EOC once all Town personnel, and property have been accounted for and secured. Nothing in this document is meant to suggest that normal Laws, Rules, Regulations, or Town Policies be ignored or dismissed. On the contrary, all normal Laws, Rules, Regulations Policies and SOPS are and will always remain in effect for the duration of the event. The EOC Commander, in times of an activated Emergency, and the Town Manager, are the only two who may authorize a change to Town Policies, Rules, Regulations, or Ordinances, and only for the immediate need related to the emergency.

3.1.3 Assumptions:

a) Town Government is intact and functioning.

b) Decision making functions will always exist.

c) EOC Operations may be conducted at any of our previously identified locations.

d) Central Dispatch remains in operation and fully functional.

e) County, State, and Federal Government remain intact and fully functional.

f) Emergencies are temporary conditions.

g) All Town assets are functional and in working order.

h) All communications resources are functional.

i) County, State, and Federal resources may be called upon to assist until such time as we are informed otherwise.

3.2 Operational Description: (EOC Levels of Activation)

a) The Town operates a full or limited EOC activation for a specific purpose recommended/approved by the Town's Manager and or Board of Selectmen. Or for a brief period, a specific/limited purpose to provide life safety, mitigate risk to life, limb, and property.

b) Alert and Notification**:** The EMD may receive notification of a disaster or impending emergency from multiple sources; pre-alert may also come from NH Homeland Security & Emergency Management. Normal alert and notification would be as follows:

1. Wolfeboro Central Dispatch would be alerted to the emergency by E-911, town departments, citizen reports, state agencies, or other sources.
2. Wolfeboro Central Dispatch will dispatch the Fire, Police, Public Works, Electric and EMS and/or mutual aid as required and notify the Emergency Management Director if necessary.
3. NH State Police from Troop E and the Carroll County Sheriff's Department (and/or other mutual aid agencies) will respond should the situation require further law enforcement and called in by the Wolfeboro Police Department. The Emergency Management Director would be notified if necessary.

4. Depending on the severity of the incident, the Emergency Management Director will initiate further notifications/activations (partial or full) of the EOC and activate the appropriate ESFs, including notification to lead agencies. Should the event affect public health, the Carroll County Coalition for Public Health can be accessed through the Carroll County MACE.
5. Upon activation, ESF lead agencies will notify and activate support agencies as described in detail under the ESF components of the EOP.

3.3 Operating Concept:

a) Emergency Response – Normal Operations:

Normal, everyday departmental operations. No issues are foreseen, and normal staffing matters are maintained.

b) Emergency Response – Level 1 Surveillance:

A local, regional, national, or international situation exists that is not yet having a direct impact on Wolfeboro. The situation needs to be monitored as it develops for potential impacts locally. Examples include severe weather in other parts of the country that may move in our direction. The Emergency Management Director (EMD) is to be notified. Town Department Heads should be advised. Level 1 is typically a monitoring and assessment phase where a specific threat, unusual event, or situation, is actively monitored by the EOC. A Level 1 activation is an internal process and involves little, if any, inter-agency direction or coordination. The threat, unusual event, or situation simply warrants observation, verification of appropriate action, and follow-up by staff. Events or incidents that occur during Level 1 activation can generally be resolved in a brief period by using a very small number of resources. Level 1 activation does not require significant alterations of its day-to-day operations or management structure. Upon notification of the existence of a threat, unusual event, or situation, the Duty Officer evaluates the situation, and, if conditions warrant, notifies the Director or designee. Appropriate agencies are alerted, advised of the situation, and instructed to take appropriate action as part of their everyday responsibilities. At the conclusion of the event, the Duty Officer verifies completion of the actions taken and documents the incident. At times, it is appropriate to hold briefings or staff meetings to respond to, or mitigate the situation, but no Incident Action Plan (IAP) is developed and distributed. Other coordinators may become involved, but the Duty Officer will remain the primary point of contact.

c) Emergency Response - Level 2 Action – Partial Activation

A local, regional, national, or international situation exists that is expected to have or is having a direct impact on Wolfeboro. The matter is low-level and has a small local impact. The situation needs to be monitored as it develops for increasing local impact. The EMD is to be notified. LEOC Command and General Staff should be advised and arrange an in-person or remote (GoToMeeting/Zoom meeting) as appropriate to provide situational awareness and determine the need for LEOC activation. Individual Emergency Support Functions (ESFs) may be activated as needed. Town Department Heads should be advised and can determine operational needs such as increased staffing, specialized equipment, etc. An example may be a “typical” winter storm or similar

weather event, small-scale civil unrest, and the like. Level 2 partial activation is typically limited agency activation. Staff and ESF lead agencies with a role in the incident response are activated and required to report to the EOC. All other ESFs are alerted of the event and are on standby. The purpose of Level 2 activation is to initiate preparations due to a significant threat of a disaster or to coordinate response due to the occurrence of a minor disaster. During Level 2 activation, the EOC may be operational 24 hours a day. During Level 2 activation, the EOC disseminates information, and begins to coordinate preparation and response actions with, external agencies, and Municipal Branch Representatives. Additionally, the incident command system is implemented and the five sections along with the branches are activated. Furthermore, The EOC Command Staff develops and implements an Incident Action Plan (IAP). The IAP is the work plan for everyone. The EOC personnel are briefed on the IAP and pertinent items are posted on the EOC status boards. In most cases, the Mission Tracking & Message Control Center, Geographic Information Systems (GIS) services, and the Public Information Officer (ESF - 14) are activated. Depending upon the event, any appropriate logistical support elements such as security, food unit, 311, etc. are also activated.

d) Emergency Response - Level 3 Full Response – Full Activation

A local, regional, national, or international situation exists that is having a significant direct Impact on Wolfeboro. The matter may currently be low-level and have a relatively small impact, but significant escalation is possible or imminent. The situation needs to be monitored as it develops. LEOC Command and General Staff should be notified and arrange an in-person or remote (GoToMeeting/Zoom meeting) as appropriate. Individual Emergency Support Functions (ESFs) may be activated as the situation warrants. In a full-scale activation, the EOC is activated on a 24-hour schedule due to an imminent threat or occurrence of a disaster. All staff and all ESFs are activated and required to report to the EOC. Municipal Branch Representatives are also in place in the EOC. The ICS is implemented, and all sections and branches are activated. As in Level II activation, the IAP establishes the operational objectives and priorities of the incident. Additionally, all logistical support elements are activated. At this level response, relief, and recovery operations are expected to last for an extended period. Additional support or back-up staff, including representatives from the State of Florida Division of Emergency Management and/or the Federal Emergency Management Agency (FEMA), is notified and available to assist should the response escalate and exceed local capability.

3.3.1 Scheduling and Operations Planning:

The EOC stands up and conducts operations while Town Government continues to function in the background. Normal Town functions and operations are designed to continue uninterrupted, which is a purpose of the EOC. In so doing, the Town and EOC operate under already pre-existing SOP and Policies.

3.3.2 Operating Environment

The Operating environment is the Town's contemporary operating environment in which we (the Town) are operating presently in accordance with any precautionary measures which need to occur to allow Town personnel to safely work and function against the backdrop of any specific emergency or crisis. This section is used to describe the conditions and environment, both natural and artificial, in which the system will operate.

3.3.3 Environmental Conditions:

TBD: (On order) these would be any conditions which can or are expected to affect operations. As an example, they could be medical, such as COVID-19. It could be weather related such as a storm, Hurricane, Tornado, or a major block fire, such as the Old Berry Mill which burned years ago.

3.3.4 Interoperability with Other Agencies

The Town of Wolfeboro and its responding EOC and Departments will always remain under Wolfeboro Command and Control, though they may operate within a larger County, State or Federal response as identified or required by any anticipated emergency operations plan. Whenever possible, the Town will integrate assets from other agencies as permitted. Communications (Wolfeboro Central Dispatch) will function as an interagency, multi-agency Communications Center as required and when needed to facilitate Communications and support during any multi-jurisdictional response.

3.3.5 Potential Impacts

Potential impacts are varied and are often unknow. It is anticipated that response to any crisis or emergency could increase government costs and likely to expend the Town's budgetary limitations greater than expected. Additional impacts come in the form of resource consumption: time, energy, and personnel (exhaustion). These are planning factors which need to be accounted for in any response to an emergency.