

# *WOLFEBORO, NH*



## *Emergency Operations Plan*

*2010*

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- 1. Emergency Management Plan 2010
- 2. Emergency Operations Plan (ESF Format) 2010

**STATEMENT OF PROMULGATION**

This publication of the Wolfeboro Emergency Operations Plan represents a concerted effort on the part of town government to provide a mechanism for effectively responding to and recovering from the impact of natural or human-caused disasters or emergencies.

The stated purpose of this plan and associated supporting documents is to facilitate the delivery of local government, Community, and mutual aid resources, and to provide needed assistance and relief to disaster victims and the Town of Wolfeboro at large. As no community has the resources to manage a major emergency without outside assistance, this plan represents the town’s best intentions to deal with disaster within the framework of community-wide cooperation, and statewide coordination.

The adoption of this plan nullifies all previously adopted Emergency Operations Plans for the Town of Wolfeboro, NH.

The Wolfeboro, NH Emergency Operations Plan is adopted effective this day, the \_\_\_\_\_ of \_\_\_\_\_, 2010.

\_\_\_\_\_  
Chairman  
Board of Selectmen

\_\_\_\_\_  
Vice - Chair  
Board of Selectmen

\_\_\_\_\_  
Board of Selectmen

\_\_\_\_\_  
Board of Selectmen

\_\_\_\_\_  
Board of Selectmen

\_\_\_\_\_  
Emergency Management Director

**ANNUAL CONCURRENCE**

The Wolfeboro Selectmen shall execute this page annually by the members of the new governing body at their first organizational meeting.

**Wolfeboro, NH  
Emergency Operations Plan**

**REVIEWED AND APPROVED**      **DATE:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_  
Emergency Management Director

**CONCURRENCE OF APPROVAL**

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_  
Chairman of the Board of Selectmen

**SELECTMEN**

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_  
Vice Chairman

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_

## **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.

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Chairman  
WOLFEBORO Board of Selectmen

*Signatories to the Wolfeboro Emergency Operations Plan (EOP)*

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**Selectmen Chair**

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**Town Manager**

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**Emergency Management Director**

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**Police Chief**

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**Fire Chief**

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**Municipal Electric Director**

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**Public Works Director**

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**Town Planner**

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**School Superintendent**

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**Town Clerk**

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**Finance Director**

---

**Health Officer**

---

**Animal Control**

## ***I. Introduction***

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

The ***EOP*** describes the basic mechanisms and structures by which Wolfeboro 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 and alerting, transportation, etc.). Each ESF is assigned a primary or co-primary agency, which has been selected based upon statutory authority, current roles and responsibilities, resources, and capabilities within the particular functional area. Other agencies have been designated as support agencies for one or more of the ESF(s) based upon their expertise, resources, and capabilities to support the functional areas. The primary agency is responsible for developing and maintaining the ESF documents and for coordinating related tasks during emergency operations.

It is the intention of the Town of Wolfeboro to maintain compliance with the National Incident Management System (NIMS) as described in the Memo dated March 1, 2004 from Department of Homeland Security (DHS) Secretary Tom Ridge. Wolfeboro emergency response operations will be organized and managed under the Incident Command System (ICS) recognized by the National Incident Management System. The Town of Wolfeboro will continue to develop and refine the Emergency Operations Plan to comply with NIMS requirements as they are developed in the future.

### ***A. Purpose***

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

1. Identify planning assumptions, assess hazard potentials, and develop policies;
2. Establish a concept of operations built upon an interagency coordination in order to facilitate a timely and effective local response;
3. Assign specific functional responsibilities to appropriate departments and agencies;

4. Coordinate actions necessary to respond to an emergency and coordinate the links between local governments, neighboring states, and federal response;
5. Unify the efforts of government, volunteers, and the private sector for a comprehensive approach to reducing the impacts of emergencies and disasters.

### ***B. Scope***

1. This ***EOP*** addresses the emergencies and disasters likely to occur as described in the ***Appendix D, Hazard Analysis and Assessment***.
2. Includes those actions that support local and state government efforts to save lives, protect public health and safety, and protect property.
3. 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.
  - a. Department and agency assignments are based upon their day-to-day responsibilities, statutory/legislative requirements, and/or Federal regulations.
  - b. Additional assignments may be made through an Executive Order (EO), as the situation warrants.
4. Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.
5. Describes how State and Federal resources will be coordinated to supplement local resources in response to a disaster.
6. Where possible, this ***EOP*** corresponds with the National Incident Management System (NIMS) of March 1, 2004. WOLFEBORO EOP establishes the basic elements of the NIMS, including the Incident Command System (ICS).

### ***C. Structure***

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

1. The format of the ***EOP*** is consistent with the State of New Hampshire Emergency Operations Plan as well as the Federal Response Plan (FRP) using the ESF concept and approach to providing assistance.
2. The ***Basic Plan***, which describes the purpose, scope, situations and assumptions, hazard analysis, concept of operations, plan management, and authorities of the State departments and/or agencies in response to an emergency or disaster.
3. ***Administrative Appendices*** that include: a list of acronyms/abbreviations, terms and definitions, a compendium of emergency authorities and directives, and hazard analysis and assessment, which serve as points of reference and information for the users.

4. **Emergency Support Functions (ESFs)** that delineate primary and/or co-primary and support agencies and describe policies, situations, concept of operations, and responsibilities; necessary standard operating procedures/guides (SOPs/SOGs) to implement functions.
5. **Hazard-specific Annexes**, which include Hazardous Materials, Radiological Protection and Terrorism.

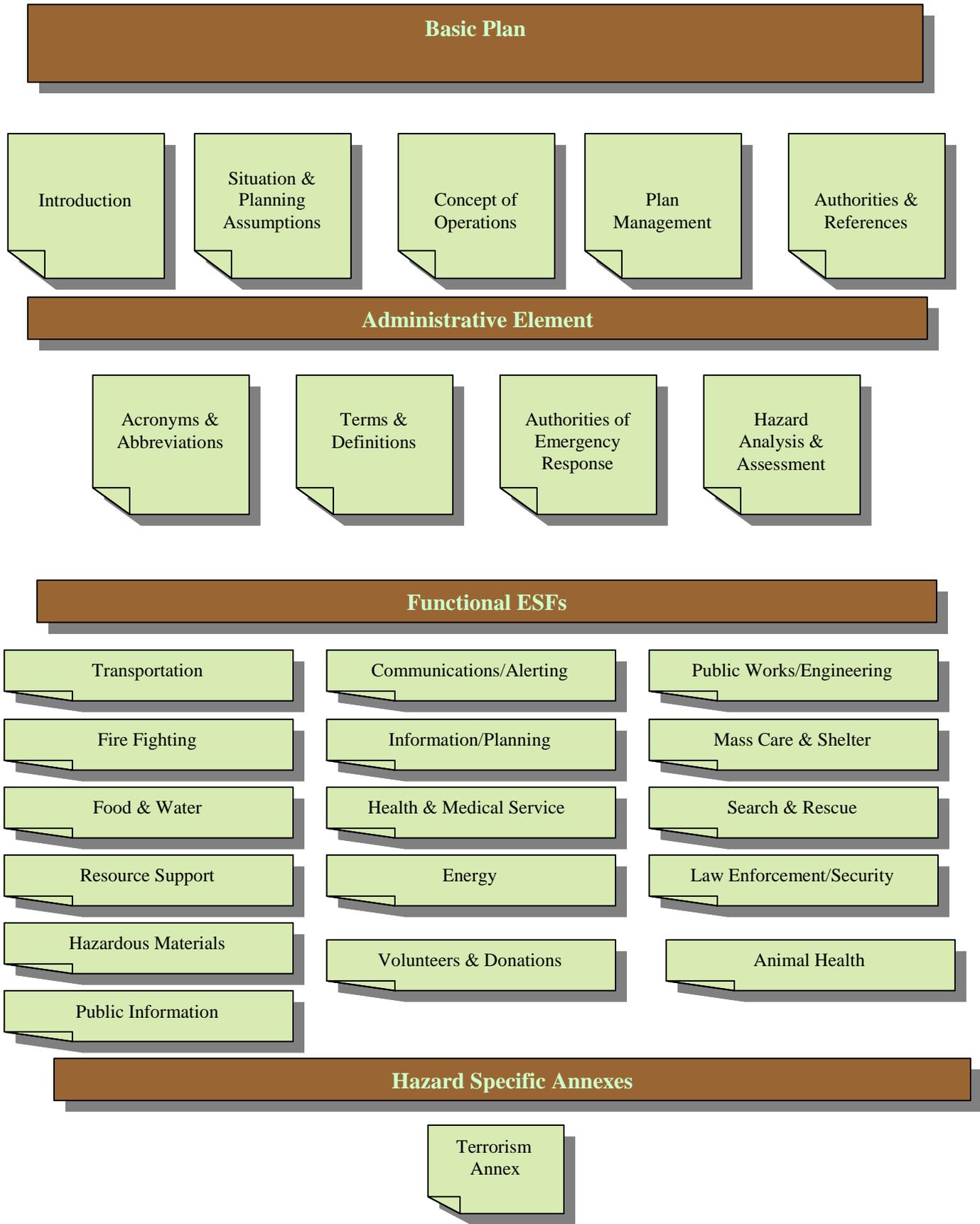


Figure 1

## **D. ESF Descriptions**

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

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

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

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

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

**Mass Care & Shelter** – Manages and coordinates sheltering, feeding and first aid for disaster victims; provides for temporary housing, food, clothing, and special populations needs in situations that do not warrant mass-care systems. Manages the receipt and distribution of donated goods and services; provides assistance in coordinating and managing volunteer resources.

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

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

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

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

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

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

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

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

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

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

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

Figure 2 – Emergency Support Function Assignment Matrix

Function	Selectmen	Town Manager	EMD	Police Dept.	Fire Dept.	Municipal Electric Director	Public Works Director	Town Planner	School Administrators	Town Clerk	Finance Director	Health Officer	Animal Control.				
Transportation		S	S	P	P		S		S	S	S						
Communications & Alerting	S	S	S	P	P	S	S			S	S						
Public Works & Engineering		S	S	S	S		P	S		S	S						
Fire Fighting		S	S	S	P		S			S	S						
Information & Planning	S	S	P	S	S	S	S	S	S	S	S	S	S				
Mass Care & Shelter	S	P	P	S	S		S		S	S	S						
Resource Support	S	P	P	S	S	S	S	S	S	S	S	S	S				
Health & Medical Services		S	P	S	P		S		S	S	S	S					
Search & Rescue		S	S	P	P		S	S		S	S						
Hazardous Materials	S	S	P	S	P		S	S	S	S	S	S					
Food & Water	P	P	P	S			S			S	S	S					
Energy		S	S	S	S	P				S	S						
Law Enforcement & Security			S	P	S		S			S	S						
Public Information	P	P	S	S	S	S	S	S	S	S	S	S	S				
Volunteers & Donations	S	S	P	S	S			S	S	S	S						
Animal Health	S	S	S	P	S		S			S	S	S	S				

P = Primary Agency  
 S = Support Agency

## **II. Situation and Planning Assumptions**

### **A. Situation**

The town of Wolfeboro is located in southern Carroll County, approximately 40 miles northeast of Concord. It is bordered by Tuftonboro and Ossipee to the north, Wakefield and Brookfield to the east, New Durham and Alton to the south, and includes approximately 17 miles of shoreline along the southeastern portion of Lake Winnepesaukee. Wolfeboro’s mainland area is 48.3 square miles and contains 10.1 squares miles of inland water. The principle highways are NH route 109 and NH route 28 and are also the main evacuation routes. There are mutual aid agreements with surrounding fire and police agencies.

The summer months produce a population increase due to the influx of summer residents and vacationers that more than double Wolfeboro’s population. In 2004, the U.S. Census Bureau estimated that Wolfeboro’s population was 6,572. The 2006 Wolfeboro Master Plan estimates the seasonal peak resident population at approximately 15,000.

Wolfeboro experiences a range of temperatures, both on a daily and annual basis. Temperatures during the month of July range from an average high of 82 degrees Fahrenheit to an average low of 60 degrees Fahrenheit. Temperatures in January range from an average high of 29 degrees Fahrenheit to an average low of 11 degrees Fahrenheit. The climate of Wolfeboro is moderate and characterized by the even distribution of an average of approximately 40 inches of precipitation during the year.

The topography of the town ranges from hilly terrain in the north, northeast and far south to flatlands along the southeast coastline and Lake Wentworth area. The land area of Wolfeboro consists mainly of well drained sand and gravel soils, glacial till, seasonally wet, and shallow to bedrock soils. Prominent peaks include Moody Mountain (1,420’), Whiteface Mountain (1,339’), Trask Hill (1,320’), and Batson Hill (1,300’), and Long Stack Mountain (1,223’).

Lake Winnepesaukee and Lake Wentworth are the principal water bodies and Willey Brook is the principal stream within the community. Since 1991, residential developments in these areas have been minimal and have been in the form of renovation and conversion of existing structures.

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

- |                     |                             |
|---------------------|-----------------------------|
| ✓ Agri-terrorism    | ✓ Haz Mat (transport)       |
| ✓ Arson             | ✓ Ice & Snow Events         |
| ✓ Biological Agent  | ✓ Multiple Vehicle Accident |
| ✓ Chemical Agent    | ✓ Nuclear Accident          |
| ✓ Civil Disorder    | ✓ Nuclear Bomb              |
| ✓ Conventional Bomb | ✓ Plane Crash               |
| ✓ Cyber-Terrorism   | ✓ Radiological Agent        |
| ✓ Flooding          | ✓ Wildland/Urban Fire       |
| ✓ Haz Mat (fixed)   | ✓ Wind                      |

Accordingly, the situation is as follows:

1. The Town of Wolfeboro faces a wide array of risks, which may pose a significant threat to the population and property within the town. These include natural, human-caused and technological emergencies or disasters.
2. Depending upon the extent and nature of the disaster or emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the town, region or State.
3. 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.
4. A catastrophic disaster may overwhelm local and State governments in providing a timely and effective response to meet the needs of the situation.

***B. Planning Assumptions***

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

1. The town, in conjunction with the State, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the State and Federal government for national security preparedness.
2. These responsibilities necessitate the development of a multi-hazard plan, with functional ESFs and detailed procedures.
3. That a disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.
4. Depending upon the severity of the situation, the Town of Wolfeboro may be quickly overwhelmed with the emergency.
5. Each level of government will respond to an incident using its available resources, to include the use of mutual aid, and may request assistance

from the next higher level of government, if required (i.e., municipality to State and State to Federal government).

6. The State will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.
7. Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide 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.
8. Local and State emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.
9. The Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
10. State and Federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
11. Local government will continue to function under all disaster and emergency conditions.
12. 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.
13. 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.

***C. Hazard Analysis and Assessment***

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

### **III. Concept of Operations**

#### **A. General**

1. Local response operations will be organized and managed under the Incident Command System (ICS).
2. Actions/Activities identified under the concept of operations are based upon the premise that an emergency or disaster event has exceeded the capabilities and resources of local government, thereby requiring State assistance. Such assistance, when authorized, will be provided by State agencies operating under their own authority, or as part of an effort coordinated by the Department of Safety – Bureau of Emergency Management (BEM), operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the State. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the Town of Wolfeboro are located on pages 3-6, Basic Plan.
  - a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated primary agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The primary and support agency assignments for each of the ESFs are identified by **Figure 2, Emergency Support Function Assignment Matrix** shown earlier in Section I, Page 6.
  - b. Specific functional missions, organizational structures, response actions, primary and/or co-primary, and support agency responsibilities are described in the individual ESF sections to the **EOP**.
4. Based upon the situation, primary, co-primary, and support agencies may be authorized to provide assistance in support of local operations without an executive order or proclamation of a STATE OF EMERGENCY.

#### **B. WOLFEBORO Operations Plan (EOP) Implementation**

The plan has the force and effect of law as promulgated by RSA 21-P:39. Plan implementation, and the subsequent supporting actions taken by local government are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the

disaster scene. The plan is in effect for preparedness, response, and initial recovery activities when a major emergency or disaster occurs or is imminent.

**C. *Phases of Emergency Management***

The *EOP* addresses many types of hazards that WOLFEBORO may be exposed to. The plan also takes a comprehensive and integrated approach to addressing the Town’s capabilities and shortfalls to respond to the hazards identified in *Appendix D, Hazard Analysis and Assessment* to the *EOP*. In doing so, the plan takes into consideration the following four phases of emergency management:

**1. *Mitigation***

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

**2. *Preparedness***

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

**3. *Response***

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

**4. *Recovery***

Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the Town of Wolfeboro, and provide for basic needs to the public. Long-term recovery focuses on restoring the Town of Wolfeboro to its normal or to an

improved State of affairs. Examples of recovery actions are provision of temporary housing, restoration of government services, and reconstruction of damaged areas.

#### ***D. Organization and Assignment of Responsibilities***

##### ***1. General***

In response to an incident that requires the activation of the ***EOP*** and subsequently the Emergency Operations Center (EOC), the EMD or Deputy 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:

- a. Communications and Alerting in support of agency notifications and EOC operations.
- b. Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and Federal government).
- c. Requests for State assistance from local governments.
- d. Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).
- e. The EMD or his/her designee, after consideration of the event(s), will determine the extent of ***Communications and Alerting, and Information & Planning***, activation level.

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

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the *Public Safety Building EOC*. Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs to be developed by the EMD. In the event the Primary EOC is threatened, an alternate EOC may be activated at the *Municipal Electric facility*.

##### ***3. Organization***

The organization to implement the ***EOP*** under emergency or disaster conditions consists of the town departments having primary or co-primary, and support roles as specified in the functional ESFs. ***Figure 3, Emergency Operations Center (EOC) Organization Chart***, details the overall response structure of the ***EOP***. Direction and control of the EOC is the responsibility of the EMD. The Emergency Management Director will coordinate the response of the Town of

Wolfeboro’s departments, advise the Town Manager and Chairman of Board of Selectmen on the necessary protection actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other Wolfeboro departments and the EMD and in response to executive decisions.

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

a. **Command and Control Section**

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

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

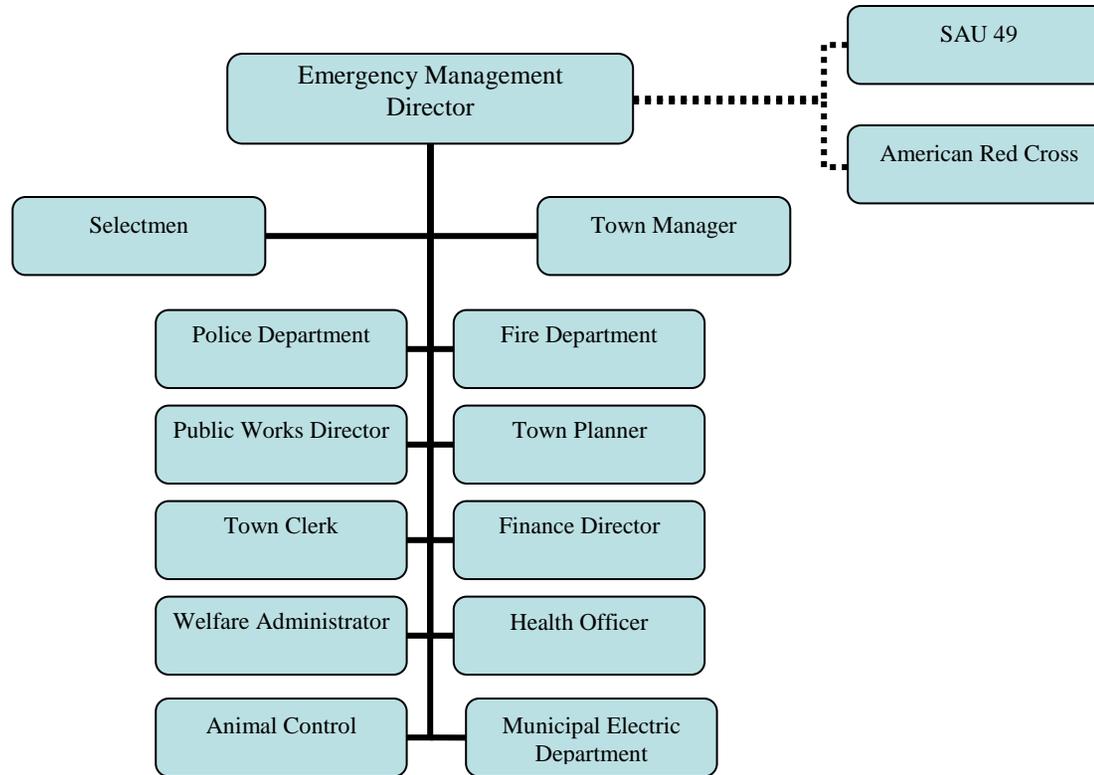
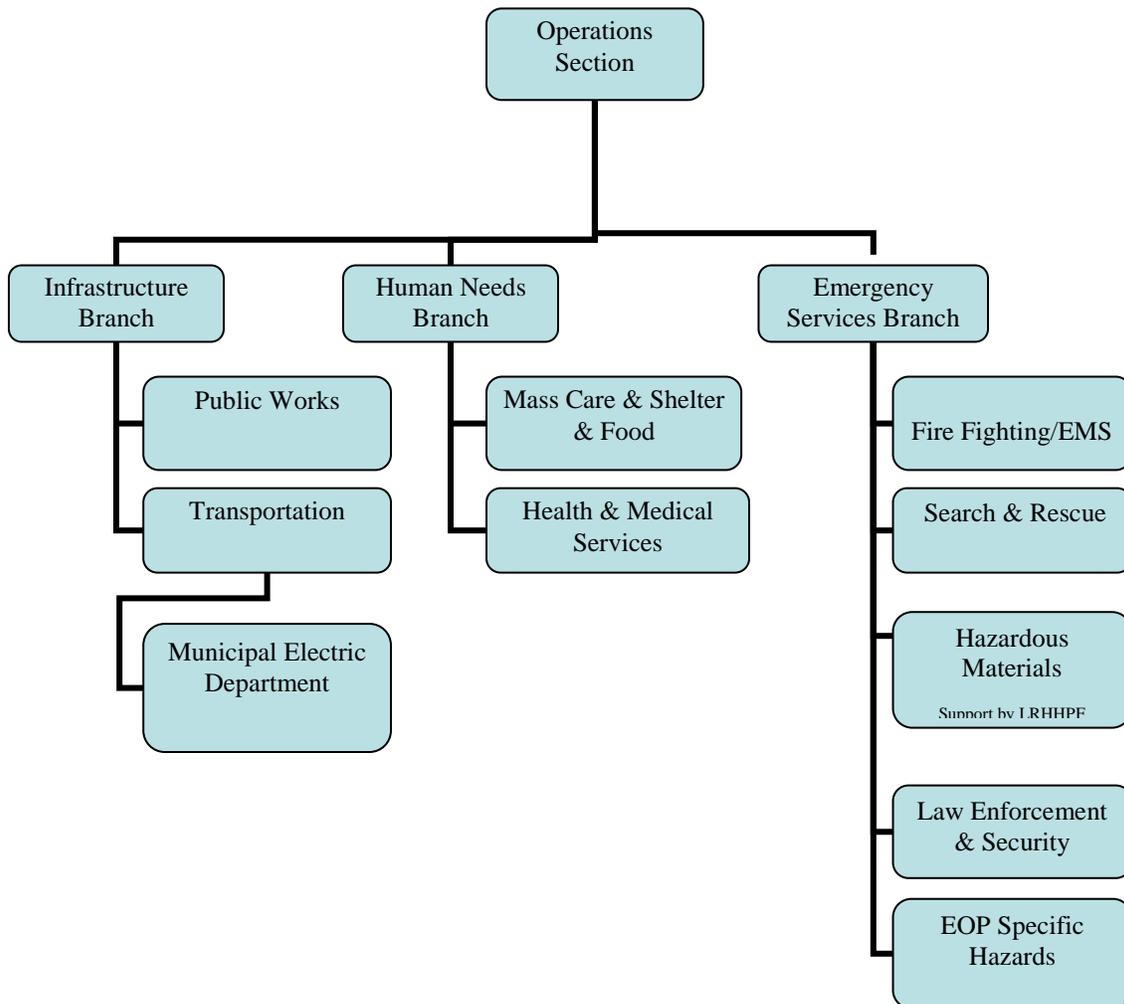


Figure 3: Emergency Operations Center Organization Chart

b. **Operations Section**

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

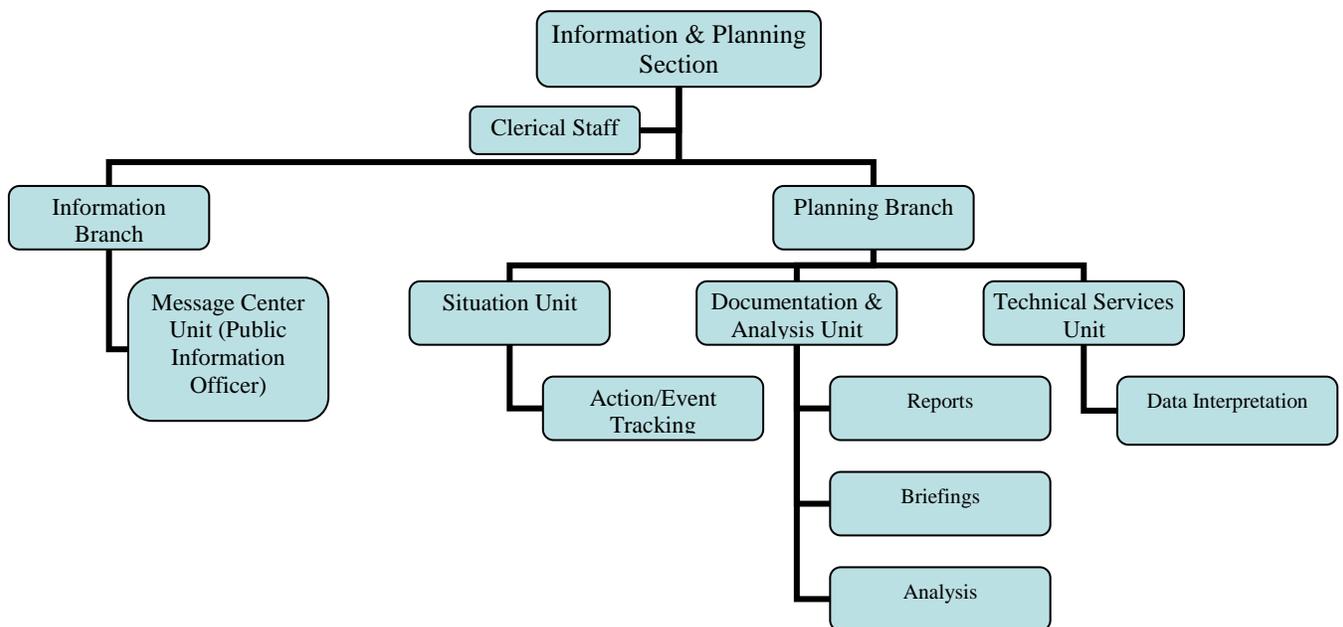


*Figure 4: Operations Section Organization Chart*

c. **Information & Planning Section**

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

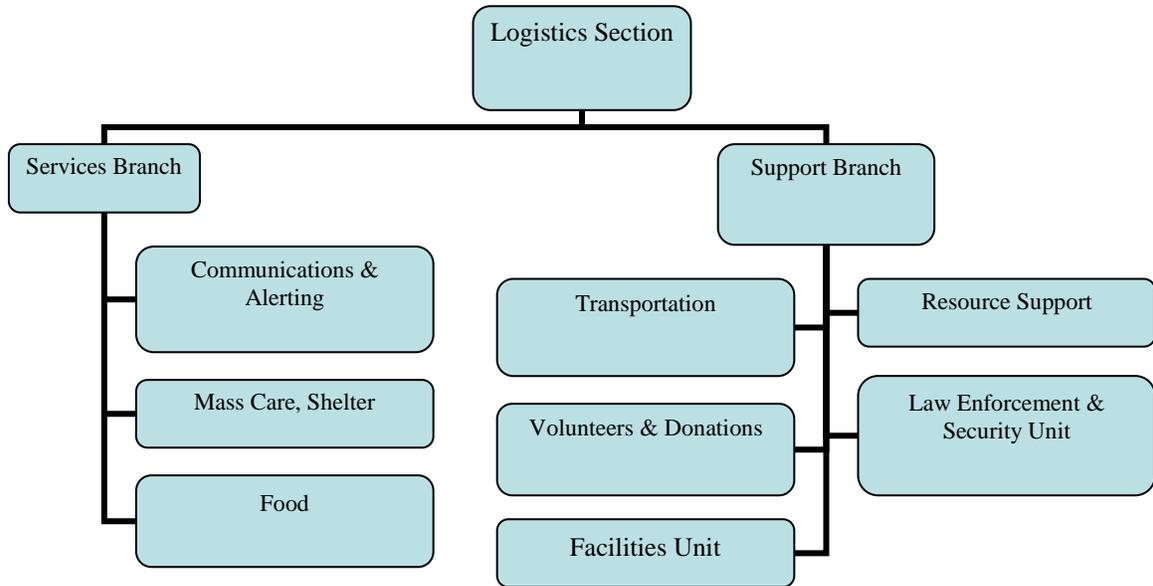
During activations of the EOC, the Information and Planning Section will be supported by each of ESFs represented in the EOC.



**Figure 5: Information and Planning Section Organization Chart**

d. **Logistics Section**

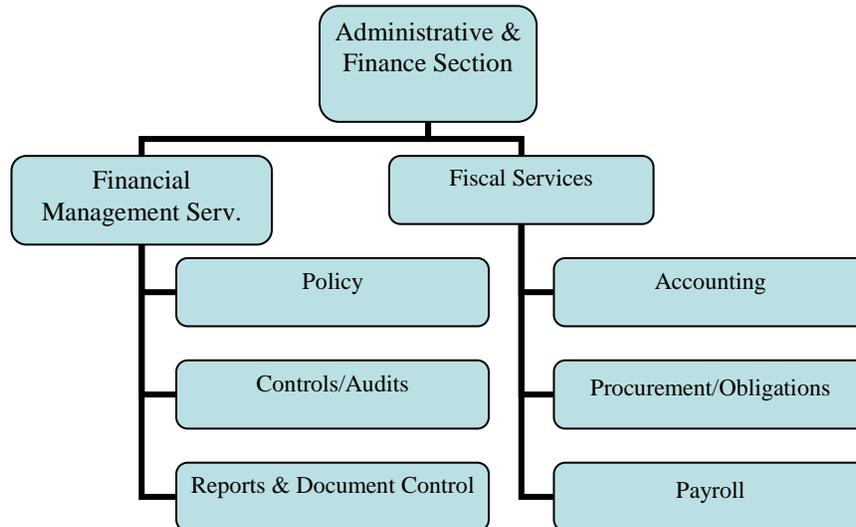
This element includes activities, which provide facilities and services to support response and recovery efforts.



*Figure 6: Logistics Section Organization Chart*

e. **Administrative & Finance Section**

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



*Figure 7: Administrative & Finance Section Organization Chart*

4. **Responsibilities**

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

**The Chairman (Board of Selectmen) is responsible for:**

- Supporting Emergency Management efforts in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protecting life and property through executive decisions assisted by all departments and organizations stated herein.
- Requesting and coordinating all military assistance through the office of Homeland Security and Emergency Management (HSEM).
- Issuing the Declaration of a State of Emergency.
- Coordinating financial support for emergency response and recovery operations.
- Assist in issuing emergency evacuation recommendations.
- Providing emergency public information and instructions.
- Coordinating emergency shelter, feeding and clothing.
- Providing leadership for disaster mitigation program.

**The Town Manager is responsible for:**

- Supporting emergency management in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protecting life and property through executive decisions assisted by all departments and organizations stated herein.
- Support dissemination of public information.

**The Emergency Management Director (EMD) is responsible for:**

- Coordinating emergency operations training for all departments.
- Conducting test exercises of a multi-department nature and assisting departments to conduct their own test exercises.
- Coordinating the emergency operations.
- Assisting in providing for the protection of life and property.
- Maintaining of the Emergency Operation Plan.
- Assisting all departments in maintaining and training auxiliary forces.
- Gathering and analyzing all information and instructions for the general public to be released by the Chairman.
- Providing and maintaining an up-to-date departmental emergency operations plan and assisting other departments in providing and maintaining their own departmental emergency operations plans.
- Providing information on existing and potential resources.
- Providing and coordinating administrative support for the EOC.
- Coordinating emergency functions for Wolfeboro or organizations and industries.
- Coordinating the rationing of essential Wolfeboro resources and supplies, as directed by the Town Manager.
- Coordinating the training and assignment of public shelter management and staff.
- Establishing a Town of Wolfeboro shelter plan.
- Training and assigning radiological personnel and maintaining radiological equipment.

**The Police Department is responsible for:**

- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director (EMD).
- Conducting its own test exercises, as coordinated by the EMD.
- Protecting life and property, assisted by all departments.
- Providing crowd control, assisted by the Fire Department.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinating regional police mutual aid.
- Assisting the Fire Department in providing radiological monitoring capability.

- Coordinating all emergency traffic control procedures within the Wolfeboro.

**The Fire Department is responsible for:**

- Emergency operations training for its personnel.
- Conducting test exercises, as coordinated by the Emergency Management Director.
- Assisting the Police Department in providing crowd control.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Providing a monitoring capability for radiological accidents or incidents.
- Containing and extinguishing fires.
- Coordinating regional fire mutual aid.
- Providing rescue operations and emergency medical services.
- Receiving warnings from the County Sheriffs Office National Alert and Warning System (NAWAS) point and alerting local officials.
- Developing a public warning plan and system.
- Coordinating the emergency communications system.
- Supervising emergency operations in hazardous materials accidents or incidents.

**The Highway Department is responsible for:**

- Providing emergency operations training for members of its own staff, assisted by the Emergency Management Director.
- Assisting in the protection of life and property.
- Dispersing its own equipment and manpower to strategic locations, under direction of the EOC/EMD.
- Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinating regional highway mutual aid.
- Keeping streets clear of debris.
- Providing refuse disposal.
- Coordinating emergency transportation.
- Coordinating damage assessment activities.

**All School Administrators/ Headmaster are responsible for:**

- Providing emergency operations training for their own personnel, assisted by the Emergency Management Director.
- Conducting test exercises, at all the
- Schools in Wolfeboro, as coordinated by the Fire Chief.
- Coordinating regional mutual aid within the SAU.
- Assisting the Red Cross in the mass feeding and sheltering of evacuees.

- Coordinating emergency operations planning in all schools in Wolfeboro and maintaining an up-to-date school department emergency implementation plan.

**The Building Inspector is responsible for:**

- Coordinating emergency repairs to essential Wolfeboro structures.
- Coordinating damage assessment activities.
- Maintaining an accurate record of all issues which need to be addressed in an effort to maintain or reestablish State code compliance or health and safety issues.
- Monitoring all temporary facilities to maintain health code compliance.

**The Town Finance Director is responsible for:**

- Maintaining records of emergency expenditures.
- Advising selectmen on the disbursement of town funds.

**The Town Clerk is responsible for:**

- Providing population data.
- Protecting all town records

**The Health Officer is responsible for:**

- Enforcing public health standards.
- Assisting in coordinating emergency shelter and feeding.
- Directing inoculation or immunization.
- Coordinating emergency health care planning.
- Liaison with Local Hospital

**The Welfare Administration implemented by the Board of Selectmen is responsible for:**

- Coordinating with American Red Cross.
- Coordinating volunteers and donations.

**The Town Planner is responsible for:**

- Providing maps for planning and EOC display purposes.
- Collecting and providing ESF status information for inclusion into Situation Reports (SitRep).

**The Municipal Electric Department is responsible for:**

- Determine from the local Information and Planning, the energy status of affected areas.
- Coordinating restoration of utility services.

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

***E. Administrative, Finance, and Logistics***

***1. Administrative***

- a. During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. Departures from normal methods should be stated in the State of Emergency declarations, or as specified in the *EOP* and its supporting documents.
- b. Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the Town's request for supplemental assistance.
- c. 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.
- d. 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.
- e. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.
- f. Training of emergency operations staff will be conducted annually through in-house training sessions, exercises, actual response, and Bureau of Emergency Management (BEM)/Federal Emergency Management Agency (FEMA) courses. If warranted, the EMD training staff will conduct accelerated/refresher training on an

appropriate subject matter during periods of increased readiness status.

2. *Finance*

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

3. *Logistics*

- a. The EMD, in coordination with other town departments, will facilitate logistical support for emergency operations (i.e., provide

supplies and equipment) and, if required, sleeping and feeding facilities for EOC staff.

- b. Appropriate departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operations.
- c. Town government should develop and maintain a current database of locally available resources and their locations. The database should include all public and available private equipment, and personnel with special technical skills, pertinent to the anticipated needs of the local jurisdiction.

#### 4. *Mutual Aid Agreements*

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

#### *F. Notification*

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

1. The EMD would be alerted to the emergency or disaster situation by the local dispatch, NH State Police, and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the *EOP* in coordination with the Town Manager.
2. If the emergency occurs during off duty hours, the EMD is notified of the situation via the local Central Dispatch. Based upon the severity of the

incident, the EMD will initiate further notifications and/or activations (partial or full) of the *EOP*.

3. Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the *EOP*.
4. Upon initial notification each responding agency is responsible for conducting its own internal notifications.

### ***G. Activation and Deployment***

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

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

### ***H. State to Local, State, and Federal Interface***

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

1. Once the *EOP* and the EOC has been activated, the linkage within the local EOC and the State EOC will be established and maintained. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:

- a. **Points of Contact:** A list correlating the local and state functional counterparts and primary contacts, will be provided during the initial notification phase and thereafter upon changes in status. In addition, a current copy of *Figure 2, Emergency Support Function Assignment Matrix*, of the *EOP*, will be attached to the initial notification to the State EOC. This figure lists the functional ESFs and assigns primary, co-primary, and support State agencies to each function.
  - b. Status reports, compiled by EOC Staff will be forwarded to the Emergency Management Director at the State EOC.
2. The state to local interface will be specified with each *Local EOP* and will be guided by emergency management and *Communications and Alerting*. Unless otherwise noted, the chief elected official (CEO) of the jurisdiction is responsible for direction and control within the jurisdiction and an emergency management director is appointed and shall have direct responsibility for the organization, administration, and operation for emergency management within said jurisdiction.

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

1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of State and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the Town of Wolfeboro establishes and maintains the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.
2. The Emergency Management Director is responsible for developing, maintaining, and exercising a COOP Plan for the Town. The EMD is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.
3. In order to ensure effective emergency operations, the following should be considered:
  - a. That State and local governments provide a capability to preserve, maintain, and/or reconstitute its ability to function under the threat

- or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
- b. That local emergency response departments provide for the following during emergency operations:
    - 1) Each element have designated and trained personnel available for EOC deployment; and
    - 2) Each element maintains and updates notification lists, twenty-four hour staffing capabilities, and standard operating procedures/guides (SOPs/SOGs).
  - c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
4. In the event the primary EOC 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.
- a. The alternate EOC is located at the Municipal Electric Department (Armory).
  - b. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

***J. Continuity of Government (COOG) / Line of Succession***

- 1. In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters.
- 2. The following is the Line of Succession that has been established for the Town of Wolfeboro of those whom report to the Board of Selectmen. The Emergency Management Director (EMD) will exercise Direction and Control. In the event the EMD is not available, the position of Chief Executive is filled in succession as listed below.
  - a. **Deputy EMD (Town Manager)**
  - b. **Fire Chief**
  - c. **Deputy Fire Chief**
  - d. **Public Works Director**
  - e. **Town Planner**

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

***K. Recovery and Deactivation***

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

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

***IV. Plan Management***

***A. Development***

1. The EMD will coordinate the development of this ***EOP***. The development of the ESF components, SOPs/SOGs, alerting and notification lists, and resource inventories, shall be developed by the primary, co-primary, and/or support agencies within the functional ESFs, as assigned.
2. In addition, the development will include the coordination between local, State, and Federal governments to ensure the necessary link with all jurisdictions having emergency response capabilities met.

***B. Maintenance***

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

1. EMD will conduct the overall plan review and report to the board of Selectmen with recommended revisions on an annual basis. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.
2. Review of the functional ESFs by the respective primary, co-primary, and support agencies will be conducted every two years; SOPs/SOGs yearly; resource inventories and notification and recall lists on a six (6) month basis.
3. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days.
4. Major changes that affect the Situation and Assumptions and Concept of Operations sections of the **EOP** will be made, as required. The department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists, and resource inventories, shall be made by the primary, co-primary, and support agencies.
5. 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, EM is to be notified in writing, by the respective department, agency or office that the plan and associated ESF, and all supporting documents, have been reviewed and are considered valid and current.

**C. Document Control**

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

***D. Training and Exercises***

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

***V. Authorities and References******A. Statutes and Regulations***

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

***B. References***

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

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

3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
4. Federal Response Plan, April 1999.
5. WOLFEBORO Emergency Management Plan,
6. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
7. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.