



# ***EMERGENCY OPERATIONS PLAN 2023***

***ACWORTH, NH***

09.2023

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## Statement of Promulgation

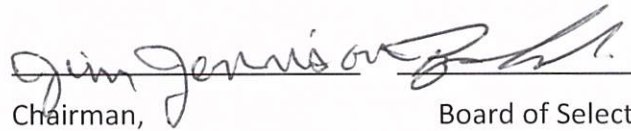
### LOCAL EMERGENCY OPERATIONS PLAN

The publication of the *Town of Acworth's Local Emergency Operations Plan* represents a concerted effort on part of Local Government to provide a mechanism for effectively responding to and recovering from the impact of natural, human-caused, and/or technological disasters or emergencies.

The stated purpose of this Plan and associated supporting documents is to facilitate the delivery of local government, community, and mutual aid resources, and to provide needed assistance and relief to disaster victims and the community, at large. This Plan represents the Community's best intentions to manage emergencies/disasters within the framework of community-wide cooperation and coordination.

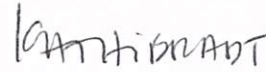
The adoption of this plan nullifies all previously adopted Emergency Operations Plans for the Town of Acworth, NH.

The (insert jurisdiction's name) Emergency Operations Plan is adopted effectively this day, the 2<sup>nd</sup> of October, 2023.

  
Chairman,

Board of Selectmen

Board of Selectmen



Board of Selectmen



Emergency Management Director

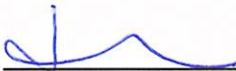
## Annual Concurrence

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

**Town of Acworth, NH**  
**Emergency Operations Plan**

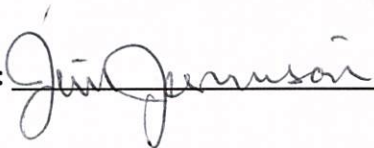
REVIEWED AND APPROVED

DATE: 03 OCT 2023

SIGNATURE: 

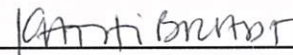
TYPED NAME: Jennifer Bland  
Emergency Management Director

CONCURRENCE OF APPROVAL

SIGNATURE: 

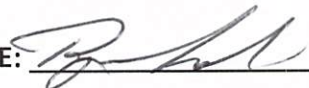
TYPED NAME: Jim Jennison  
Chairman of the Board of Selectmen

SELECTMAN

SIGNATURE: 

TYPED NAME: Kathi Bradt

SELECTMAN

SIGNATURE: 

TYPED NAME: Ray Leonard

## Proposal for Changes, Corrections, Additions and Deletions Form

**To: Local Emergency Management Director**  
**(Insert Jurisdiction's name) Emergency Management**  
**(Street Address)**  
**(Mailing Address)**  
**(Town/City), NH (Zip Code)**

**Re: Local Emergency Operations Plan**

### Proposal for Changes, Corrections, Additions & Deletions

Any user of this Plan is encouraged to recommend changes that the user feels may enhance or clarify a particular portion of this Plan. Suggested changes should be submitted to the Local Emergency Management Agency at the above address for consideration.

Identify One:

Base Plan \_\_\_\_ Annex \_\_\_\_ ESF Appendix (No. \_\_) \_\_\_\_  
Incident Specific Annex/Documents \_\_\_\_\_

Section:

Paragraph/Subparagraph:

Page Number:

Currently Reads:

Proposed Change:

Other Comments:

Submitted by (Name):

Agency/Organization:

Contact (Phone or e-mail):

Date:



## Foreword

The Acworth 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 Acworth 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 EOP 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.

### *Signatories to the Town of Acworth Emergency Operations Plan (EOP)*

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Selectmen, Chairman of the Board

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Emergency Management Director

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Troop C State Police

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Fire Chief

---

Highway Road Agent

---

Acworth Center School

---

Health Officer

---

Town Administrator

## Structure of Plan

This Plan is organized to align with the operational structure and makeup of the Town of Acworth's Local Emergency Operations Center (EOC) and the community's overall Emergency Management Program. 1. 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 Emergency Management Program is the system providing management and coordination of prevention, protection, mitigation, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities. This Plan provides general information as well as specific operational roles and responsibilities for select EOC

sections, branches, and ESFs/RSFs. The structure of Acworth's LEOP is show in Figure 1 (page 8), components of Acworth EOP consist of the following:

### Base Plan

The Base 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.

### Appendices

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.

### Emergency Support Functions

ESFs identify the lead and support agencies for each function. The annexes also describe expected mission execution for each emergency management mission area and identify tasks assigned to members of the ESF.

The Emergency Support Functions are comprised of 17 specific functional areas, they are:

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

## Hazard Specific Annexes

Hazard Specific Annexes – Some disasters or emergencies require unique approaches to prevention, preparedness, response, recovery and mitigation at some, or all levels. These Annexes constitute a collection of documents intended to address specific incidents/hazards. It includes specialized guidance, processes and administration to meet those needs based upon the individual characteristics of the incident.

- Hazard Specific Annex
- EOC Guidelines
- Local Hazard Mitigation Plan – describes jurisdiction’s efforts to reduce loss of life and property by lessening the impact of disasters. This plan enables local governments to increase education and awareness around threats, hazards, and vulnerabilities; assist in partnership building; develop long-term, broadly supported strategies for risk reduction; and align risk reduction with community objectives while identifying priorities for potential funding sources for implementation approaches that focus resources on the greatest risks and vulnerabilities.

Figure 1, Components of Acworth EOP

## BASE PLAN

Introduction

Situation &  
Planning  
Assumptions

Concept of  
Operations

Plan  
Management

Authorities of  
Emergency  
Response  
Actions

## ADMINISTRATIVE ELEMENT

Acronyms &  
Abbreviations

Terms &  
Definitions

Hazard Analysis  
& Assessment

Authorities &  
References

## FUNCTIONAL EMERGENCY SUPPORT FUNCTIONS (ESFs)

ESF1  
Transportation

ESF 2  
Communications  
and Alerting

ESF 3 Public  
Works and  
Engineering

ESF 4  
Firefighting

ESF 5 Emergency  
Management

ESF 6 Mass  
Care, Housing  
& Human

ESF 7 Resource  
Support

ESF 8 Health  
and Medical

ESF 9 Search and  
Rescue

ESF 10  
Hazardous  
Materials

ESF 11 Agriculture,  
Cultural, & Natural  
Resources

ESF 12  
Energy

ESF 13 Law  
Enforcement

ESF14 Volunteer  
Management

ESF 15 Public  
Information

## Section 1: Overview

## Introduction

The *Town of Acworth 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 Acworth, NH. The **EOP** is applicable to natural disasters such as earthquakes, hurricanes, and tornadoes; manmade incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including terrorism), power failures, nuclear power plant incidents, and national security emergencies. In order to further describe the purpose of the EOP and its role in emergency management the relevant terms are highlighted below:

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

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

**National Incident Management System (NIMS) / Incident Command System (ICS):** NIMS/ICS is a model for command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life and property. The command function is directed by the **Incident Commander (IC)**, who is the person in charge at the incident and who must be fully qualified to manage the response. The Incident Command Structure and the EOC function together with the same goals, but function at different levels of responsibility. The Incident Commander is responsible for on-scene response activities, and the EOC is responsible for the entire community-wide response to the event.

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

## Goals and Objectives

The overall objective of the LEOP is to ensure the effective and efficient management and coordination of local incident prevention/protection, mitigation, response, and short-term recovery efforts by coordinating operations, ensuring a common operating picture, and managing resources in support of on-scene operations. The major goals of this plan are the preservation of life, protection of property, protection of the environment, participation of the whole community, and continuity of operations. These goals are consistent with the National Incident Management System (NIMS) and the National Response Framework (NRF).

## 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.

## Scope

1. This **EOP** addresses the emergencies and disasters likely to occur as described on Basic Plan page 13.
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.

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. As acknowledged by the Town in the NIMS Resolution, this **EOP** corresponds with the National Incident Management System (NIMS) of March 1, 2004. The Acworth EOP establishes the basic elements of the NIMS, including the Incident Command System (ICS).

## **Jurisdiction Profile and Situation**

The Town of Acworth, New Hampshire is located in Sullivan County along the county's southern border with Cheshire County. Acworth is bordered by Charlestown and Langdon to the west, Unity to the north, Lempster to the east, and Marlow and Alstead to the south. The topography of Acworth is generally a glacially modified upland composed of hilly terrain with mostly moderate to steep slopes. The maximum relief within the town is approximately 1288 feet, the highest point being Gove Hill with a peak elevation of 1945 feet above mean sea level and the lowest point being the surface of the Cold River with a surface elevation of approximately 657 feet where it flows out of Acworth.

Acworth is divided into two sub-watersheds, the Cold River and Little Sugar River, both of which are within and linked to the larger Connecticut River watershed.

There are two village centers: South Acworth Village and Acworth Center on the hill. Both areas are mostly residential with few businesses including the South Acworth Village Store. There is also a denser residential area around Crescent Lake. For public buildings, there are churches, two post offices, a fire station, a regional primary school, the public library, and town hall.

There are about nine miles of State roads in Acworth. There are about 55 miles of Class V maintained roads and 30 miles of Class VI (unmaintained) roads in Acworth.

There are a total of approximately 24,000 acres within the town: 81.5% is in current use, 14.6% is in residential use, and 0.6% is in commercial use, and 3.3% is tax exempt. Of the land in current use, 89% is forest land—this is about 73% of the total town area.

Acworth is a community governed by a 3-member Board of Selectmen, with a population of approximately 800 people. The town is predominantly a residential community with some commercial businesses, primarily established on Crane Brook Road and Beryl Mountain Road

Accordingly, the Situation is as follows:

The Town of Acworth 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.

1. 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.
2. 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.
3. A catastrophic disaster may overwhelm local and state governments in providing a timely and effective response to meet the needs of the situation.



## Hazard Analysis

Committee Assessment of Vulnerability	Human Impact	Property Impact	Economic Impact	Vulnerability
	Probability of death or injury	Physical losses and damages	Cottage businesses & agriculture	Avg. of human/property/business impact
Dam Failure	1	1	1	1.0
Flooding	3	3	3	3.0
Hurricane	2	3	3	2.6
Tornado & Downburst	3	3	3	3.0
Thunderstorm/Lightning/Hail	3	3	3	3.0
Severe Winter/Ice Storms	3	3	3	3.0
Earthquake	1	1	1	1.0
Drought	1	1	3	1.6
Extreme Heat	1	1	1	1.0
Erosion	1	2	3	2.0
Landslide	1	1	1	1.0
Wildfire	3	3	3	3.0
Natural Contaminants	1	1	1	1.0
HazMat Spills	1	1	1	1.0
Terrorism	1	1	1	1.0

## State of New Hampshire Multi-Hazard Mitigation Plan 2018 Identified Hazards

The State of New Hampshire organizes Hazards into 3 categories. They are Natural, Human Caused, and Technological. Each one is defined below:

- **Natural Hazards**-These events are emergencies caused by forces extraneous to man in elements of the natural environment. (e.g., earthquake, flood, hazardous weather, public health emergency).
- **Human Caused Hazards**- These are disasters created by man, either intentionally or by accident. (e.g., criminal or violent behavior, intruder, civil unrest, active shooter, terrorism).

**Technological Hazards-** These incidents involve materials created by man and that pose a unique hazard to the general public and environment. The jurisdiction needs to consider incidents that are caused by accident (e.g., mechanical failure, human mistake), result from an emergency caused by another hazard, or are caused intentionally. (e.g., infrastructure/utility disruption, radiological, or hazardous material release).

Natural Hazards	Technological Hazards	Human-caused Hazards
<ul style="list-style-type: none"> <li>• Avalanche</li> <li>• Coastal Flooding</li> <li>• Inland Flooding</li> <li>• Drought</li> <li>• Earthquake</li> <li>• Extreme Temperatures</li> <li>• High Wind Events</li> <li>• Infectious Diseases</li> <li>• Landslide</li> <li>• Lightning</li> <li>• Severe Winter Weather</li> <li>• Solar Storm and Space Weather</li> <li>• Tropical and Post-Tropical Cyclones</li> <li>• Wildfire</li> </ul>	<ul style="list-style-type: none"> <li>• Aging Infrastructure</li> <li>• Conflagration</li> <li>• Dam Failure</li> <li>• Hazardous Materials</li> <li>• Known and Emerging Contaminates</li> <li>• Long Term Utility Outage</li> <li>• Radiological</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber Event</li> <li>• Mass Casualty Incident</li> <li>• Terrorism/Violence</li> <li>• Transport Accident</li> </ul>

### 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 business community. The Town of Acworth 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. That a disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.
3. Depending upon the severity of the situation, the Town of Acworth may be quickly overwhelmed with the emergency.
4. 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).

5. 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.
6. 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.
7. Local and state emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.
8. The National Incident Management System (NIMS) Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
9. Local government will continue to function under all disaster and emergency conditions.
10. Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster.
11. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of state and local government.

## **Plan Implementation and Update Methodology**

### **Plan (EOP) Implementation**

The plan will be formally adopted by the Town of Acworth Selectboard. It is at the discretion of the Board of Selectman and the Emergency Management Director to implement the plan as necessary.

### Section 2: Concept of Operations

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

2. Assigned departments have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the state.

a. Each ESF has been assigned several functions to support response operations in an emergency. 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 on Page 23.

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.

## Operational Systems

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

NIMS is the national model for Preparedness, Communications and Information Management, Resource Management, and Command and Management. ICS, established by NIMS, is the model for command, control, and coordination for an emergency response. This system provides a means to coordinate the efforts of individual agencies as they work toward stabilizing the incident, protecting life, property, and the environment. ICS uses principles known to improve efficiency and effectiveness in an emergency response. Due to the increased complexity of events occurring in New Hampshire and the number of agencies/departments with a responsibility to act, the jurisdiction utilizes ICS as the operational system to manage disaster and emergency situations.

Protection of life and property and relief of human distress are the primary objectives of local government in emergency situations. Chief executives or designees of local government are expected to assume direct control of the emergency operations of all government and non-government resources that are by law, subject to their authority.

### Section 2: Emergency Management Mission Areas

The coordination of this response is achieved through five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. While not every disaster or emergency will require coordination through all the mission areas, general response activities and emergency operations are accomplished through area-specific objectives.

#### Prevention

Prevent, avoid or stop an imminent, threatened or actual act of terrorism and usually involves the following actions:

1. Heightened inspections
2. Improved surveillance and security operations
3. Investigations to determine the full nature and source of the threat.
4. Public health surveillance and testing processes
5. Immunizations
6. Isolation/Quarantine

7. Law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity.

## Protection

Protect citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the State's interests, aspirations, and way of life to thrive. Protection can involve the following actions:

1. Emergency operations planning, training, exercises, and updates
2. Identification of gaps and development of capabilities
3. Public information, education, and outreach
4. Development and inclusion of volunteers and NGOs
5. Participation in mutual aid agreements
6. Incident Action Planning

## Mitigation

Reduce the loss of life and property by lessening the likelihood and/or impacts of future incidents. Mitigation actions may involve the following:

1. Risk reduction through increasing protection of infrastructure and resources
2. Reduction of impact on infrastructure by elevating, relocating, or retrofitting
3. Update of local zoning and codes for future buildings and facilities
4. Educating governments, businesses, and the public on measures they can take to reduce the likelihood/impacts of hazards.

## Response

Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident.

### **Pre-Impact Response Phase: Hazard Control and Assessment.**

The community will identify and assess the threat or hazard and begin to select control and mitigation strategies. Primary operational priorities may include:

- a. Dissemination of accurate and timely emergency public information and warnings
- b. Intelligence gathering and assessment of the evolving situation.
- c. Resource allocation and coordination
- d. Incident access and control.

### **Impact Response Phase: Protective Action Implementation.**

In this phase, the community will select protective actions appropriate to the evolving situation and deploy additional primary and support resources. Operational priorities may include:

- a. Dissemination of accurate and timely emergency public information and warnings
- b. Situational Assessment
- c. Law Enforcement, EMS, Firefighting, Search and Rescue, Public Health, and Hazardous Materials Response
- d. Evacuation or shelter in place
- e. Coordination of resources and mutual aid.

### **Assessment and Allocation of Short-Term Needs:**

Short-term operational needs are determined and dependent upon actions and assessments during the Impact Response Phase. These operations often transcend the response and recovery phases. Short-term needs may include:

- a. Dissemination of accurate and timely emergency public information and warnings
- b. Situational Assessment
- c. Mass Care (Feeding and Shelter Operations);
- d. Access and Security
- e. Public health efforts such as decontamination
- f. Determination of need for (continued) mutual aid.

### **Resource Management:**

The EMD (or designee), in coordination with other town departments, will facilitate logistical support for emergency operations (i.e., provide supplies and equipment).

- a. If needed, coordinate for sleeping and feeding facilities for local EOC staff.
- b. Direct the opening/closing and staffing of emergency shelters.
- c. Coordinate via WebEOC (if WebEOC is unavailable then through the best available means) with the State EOC through the Mission Assignment Coordinator (MAC) for additional needed resources that cannot be met by existing jurisdictional resources, mutual aid, or contracts.
- d. Appropriate town departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the local EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operations.
- e. 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.

## Recovery

Recovery focuses on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and the environmental fabric of communities affected by an incident.

The federal emergency recovery process is initiated when the President of the United States issues a Presidential Disaster Declaration (PDD). This declaration makes a series of Federal Disaster Assistance programs available to aid the State in its recovery until the return of normal operations. The basis for the declaration is the determination by the President that the incident is of such severity and magnitude that the associated response is beyond state and local capabilities. Recovery actions can include the following:

1. Physical restoration of essential services, facilities, and infrastructure
2. Facilitating processes and application for recovery funding sources
3. Coordinating and assisting with recovery of other community and social services
4. Aiding residents in securing long-term housing if their homes were destroyed; and
5. Assisting as necessary with economic recovery and stabilization.

## Section 3: Incident Coordination

### Local Emergency Operations Centers (EOCs)

Local Emergency Operations Centers coordinate resources to support local response to an incident affecting the community. An EOC can provide interagency coordination, executive decision-making, and strategic incident management activities in support of an incident/emergency. When the resources of the local jurisdiction are overwhelmed, the EOC can request resources through the State Emergency Operations Center (SEOC).

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 Town Office. Security and maintenance of the EOC facilities will be carried out in accordance with EOC Standard Operating Proecudes(SOP). In the event the Primary EOC is threatened, an alternate EOC may be activated at the Fire Station or Highway Department. At this time, the Fire Station and Highway Department have backup power capabilities.

EOC (Primary/ Secondary)	Address	Amenities (list)	Back-up Power Equipment (Y/N)
<i>Town Office</i>	<i>12 Town Hall Road</i>	<i>Bathroom, meeting space, and access to kitchen at the church</i>	<i>Limited but yes</i>
<i>Highway Department</i>	<i>170 Beryl Mountain Road</i>	<i>Bathroom (ideal for charging center)</i>	<i>Yes</i>
<i>Fire Station</i>	<i>123 Hill Road</i>	<i>Bathroom, meeting space, and small kitchen</i>	<i>Yes</i>

## EOC Activation

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 at the Town Hall is inaccessible/usable, staff will report to the alternate EOC located at the Acworth Fire Station.

### Local EOC Activation Levels

**STEADY STATE:** Routine operations with no event or incident anticipated.

**ENHANCED MONITORING:** Incident or event requires increased monitoring and coordination. All ESFs are alerted. The EOC is activated and staffed by the Emergency Management Director and PIO if appropriate.

**PARTIAL ACTIVATION:** Incident or event has developed that requires coordination with ESFs. The local EOC is partially activated. All ESFs are notified and requested, as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation.

**FULL ACTIVATION:** Incident of such magnitude that requires extensive response and recovery efforts to a major life threatening and/or property damaging event. The local EOC is fully activated. All ESFs and/or Support Agencies are notified and requested, as the situation warrants. Full activation requires 24-hour staffing in order to meet the needs of the situation.

## 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. Recovery operations may be initiated during response operations;
4. Final deactivation of all operational activities should be coordinated with appropriate local, State, and Federal governments.

## 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 2, Local EOC Organization Chart (page 25), details the overall response structure of the EOC. Direction and control of the EOC is the responsibility of the Emergency Management Director, or in his/her absence, the EMD will appoint a designee.

## Primary Responsibilities

The EMD will coordinate the response of the community's departments, advise the selectmen on the necessary protection actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the EMD and in response to executive decisions.

## Section 4: Emergency Support Functions (ESFs)

**ESF #1 – Transportation** 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.

**ESF #2 – Communications and Alerting** 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 warning and notifications to the public and response personnel as well as the back-up, restoration and repair of some communication infrastructure.

**ESF #3 – Public Works and Engineering** 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.

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

**ESF #5 – Emergency Management** addresses the coordination of local incident management and response efforts to support local efforts. It encompasses the coordination of activities identified in the LEOP; the operation of the EOC; incident action planning; situational awareness and information-sharing; and, provides direction and control over the use of local resources.

**ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services** addresses, coordinates and reports on the emergency mass care activities of local and partner 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.

**ESF #7 – Resource Support** 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.

**ESF #8 – Health and Medical** 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.

**ESF #9 – Search and Rescue (SAR)** addresses the provision of guidance and organization of Local agencies that may be employed during 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 includes swift water rescue.

**ESF #10 – Hazardous Materials** 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.

**ESF #11 – Agriculture, Cultural and Natural Resources** 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 community. 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.

**ESF #12 – Energy** 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.

**ESF #13 – Law Enforcement** addresses response and recovery activities 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.

**ESF #14 – Volunteer Management** 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 community, 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.

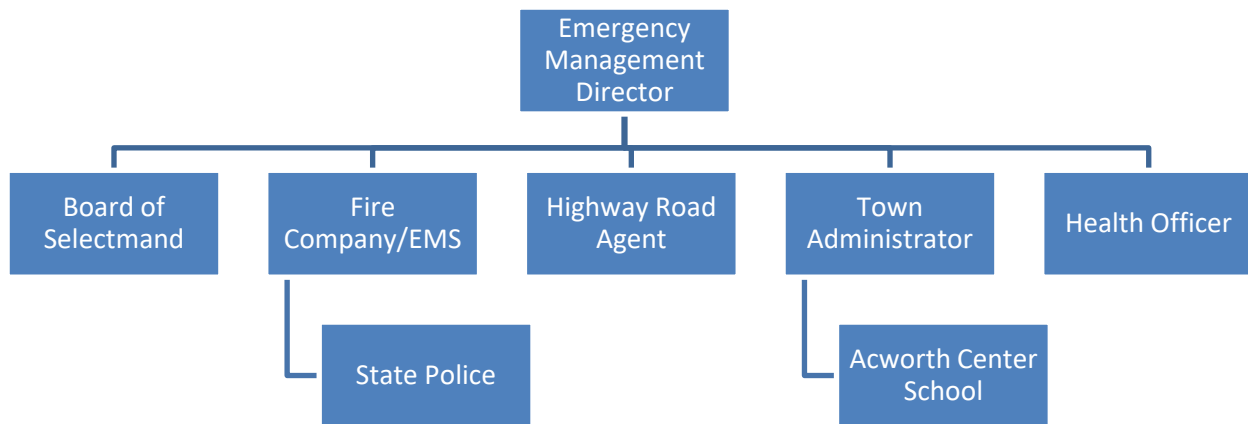
**ESF #15 – Public Information** addresses support in providing residents with timely and potentially lifesaving information during major disasters or other emergencies. This ESF is also responsible for the development and dissemination of a variety of information, education, and instructions to the 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.

## Agency Lead and Support Responsibilities (Table 1-1)

Function	Board of Selectmen	Emergency Management Dir.	Troop C State Police	Fire Company/EMS	Highway Road Agent	Acworth Center School/ Fall Mountain	Health Officer	Town Administrator
ESF 1-Transportation		L		S	L	S		
ESF 2-Communications	S	L	S	L	S	S		
ESF 3-Public Works & Engineering				S	L			
ESF 4-Fire Fighting		S	S	L	S			
ESF 5-Emergency Management	S	L		S	S			
ESF 6-Mass Care Housing & Human Services	S	L		S	S		S	S
ESF 7-Resource Support	S	S		S	L			
ESF 8-Health & Medical		S		L			S	
ESF 9-Search & Rescue		S	S	L	S		L	
ESF 10-Hazardous Materials		S	S	L	S		S	
ESF 11-Agriculture Cultural & Natural Resources	S	L		L	S		L	
ESF 12-Energy		L	S	L	L			
ESF 13-Law Enforcement		S	L	S	S			
ESF 14-Volunteer and Donations Management	S	L		S	S			L
ESF 15- Public Information	S	L						S

*Legend: S-Supporting L-Lead*

**Figure 2: Local EOC Organization Chart**



## Section 5: Local Emergency Operation Center Operations

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:

### Command and Control

The Emergency Management Director (EMD) is the overarching commander for local-level coordination to support emergency response operations. The EMD establishes statewide response priorities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations.

The EMD may be responsible for the following actions:

1. Assigning a Deputy EMD, as needed.
2. Coordinate all emergency response functions in the EOC.
3. Establish and maintain a facility to be used as the EOC for centralized direction, coordination, and control of emergency operation.
4. Develop EOC activation/deactivation SOPs/SOGs, personnel staffing requirements, and functional operating procedures/guides.
5. Evaluating and compiling situational information.
6. Prioritizing emergency efforts taking place within the jurisdiction when limited resources are available.
7. Approving Situation Reports and Incident Action Plans

8. Assigning a Liaison with State agencies participating in the response and recovery efforts
9. Coordinating with companies, agencies, non-governmental organizations, and any other entities involved in the incident.

## **Operations**

The Operations element is responsible for assisting the EMD in activating the EOC, coordinating notifications, facilitating activities to reduce impacts of an immediate hazard, save lives and property, establish situational control, and restore normal operations.

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.

## **Information and Planning**

The Information and Planning 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. It also includes the preparation of status reports, including Situational Reports, displays situation information, and prepares and documents the Incident Action Plan, based on input and guidance from the EMD.

## **Logistics**

The Logistics element is responsible for the allocation of jurisdiction resources to support local first responders. If the jurisdiction requires additional and/or specialized resources, the Logistics Section will work to fill resource requests to include additional personnel.

- 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 shall develop and maintain a current database of locally available resources and their locations (see EMD for information). 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.

## Finance and Administration

The Finance and Administration element is responsible for providing human resource, financial, and administrative support to EOC personnel and the activities the EOC oversees. It implements procurement processes to execute contracts and obligate funds for activities in coordination with the Logistics Section. The Finance and Administration must follow existing Financial Administration Procedures and Grant Administration Plans as appropriate.

### Finance

Funding allocations to meet the needs of an emergency are met by:

1. If a disaster declaration is requested by the Governor of the State of New Hampshire, 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.
2. 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.
3. 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.
4. The Town of Acworth 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.

### Administration

1. 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.
2. Emergency 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.

3. 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.
4. All 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.
5. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.

## Situation Documentation and Management Software

WebEOC is the main incident management database tool used in New Hampshire.

## Section 6: Organization and Assignment of Responsibilities

This section describes the organizational structure the Town of Acworth employs to respond to an emergency. It articulates the roles and responsibilities that various members of that organizational structure have in any response.

### Local

The Local Emergency Management Director (EMD), (all hereafter referred to as EMDs) has the responsibility for the development and implementation of emergency management programs designed to provide for rapid and effective response to an emergency situation. They should plan for the protection of life and property within the community. Local department heads and NGOs should work with the EMD during the development of local emergency plans and should be prepared to provide response resources.

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

- The **Emergency Management Director** 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 emergency operations.
  - Maintaining the Emergency Operations Plan.
  - Providing information on existing and potential resources.
  - Providing and coordinating administrative support for the Emergency Operations Center (EOC).
  - Coordinating emergency functions for community or organizations and industries.
- The **Board of Selectmen** are responsible for:
  - Supporting the EMD in establishing, equipping and staffing the EOC.
  - Requesting military assistance.
  - Issuing a Declaration of a State of Emergency.
  - Coordinating financial support for emergency response and recovery operations.
  - Issuing emergency evacuation recommendations.



- Providing emergency public information.
- Providing leadership for disaster mitigation programs.
- The **Troop C State Police** is responsible for:
  - Providing emergency operations training for its own personnel, assisted by the Emergency Management Director.
  - 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.
  - Coordinating regional police mutual aid.
  - Providing and maintaining an up-to-date Troop C State Police emergency implementation plan, assisted by the Emergency Management Director.
  - Coordinating all emergency traffic control procedures within the community.
- The **Fire Company/EMS** is responsible for:
  - Containing and extinguishing fires.
  - Dispersing its own equipment and manpower to strategic locations, as necessary.
  - Assisting the Troop C State Police in providing crowd control.
  - Providing a monitoring capability for radiological accidents or incidents.
  - Coordinating regional fire mutual aid.
  - Providing and maintaining an up-to-date fire department emergency implementation plan, assisted by the Emergency Management Director.
  - Supervising emergency operations in hazardous materials accidents or incidents.
  - Coordinating emergency health care planning.
  - Providing emergency medical service and transportation.
- The **Highway Supervisor** 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.
  - Coordinating public works mutual aid.
  - Keeping streets clear of debris.
  - Providing refuse disposal.
  - Providing and maintaining an up-to-date department emergency implementation plan, assisted by the Emergency Management Director.
  - Assisting with emergency transportation.
  - Assisting in the restoration of utility services.
- The **Acworth Center School** is responsible for:
  - Coordinating emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.
- The **Health Officer** is responsible for:
  - Enforcing public health standards.
  - Assisting in coordinating emergency shelter and feeding.
  - Implementation the local and regional pandemic plan.
  - Coordinating mass burials.
  - Liaison with NH Department of Health and Human Services.

- The **Town Administrator** is responsible for:
  - Coordinating volunteers and donations.
  - Assistance with elderly population.
  - Providing food assistance

## 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. Mutual Aid agreements for the town are identified in the appropriate Emergency Support Functions.

## State

The State has the responsibility to respond to state-level incidents and provide assistance to jurisdictions when an incident is beyond the jurisdiction’s capability.

### **Governor**

Pursuant to RSA 4:47, the Governor is authorized to exercise emergency management powers including:

1. The power to enter into mutual aid agreements with other states relative to emergency management issues.
2. The power to provide for emergency lines of succession to such appointive offices in the state government as the Governor in his or her discretion deems to be necessary to insure reasonable continuity of state government in the event of a disaster.
3. The power to make, amend, suspend, and rescind necessary orders, rules and regulations to carry out the provisions of this subdivision in the event of a disaster beyond local control.
4. The power to cooperate with the President of the United States and the commanders of the United States Armed Forces, the Federal Emergency Management Agency, and other appropriate federal officers and agencies of other states in matters pertaining to the emergency management of the State and Nation, including the direction and control of:
  - a. Drills, mobilization of emergency management forces, and other tests and exercises;
  - b. Warnings and signals for drills or actual emergencies and the mechanical devices to be used in connection with them; and
  - c. The evacuation and reception of the civilian population.

The Governor retains overall responsibility for state emergency management operations and services, but may appoint a State Coordinating Officer (SCO) and a Governor's Authorized Representative (GAR) following a Presidential Disaster Declaration under the Stafford Act.

### **NH Department of Safety, Division of Homeland Security and Emergency Management (HSEM)**

As outlined in NH RSA 21-P:5-a, the Director of HSEM oversees and coordinates the state-level planning, preparation, exercise, response, and mitigation of terrorist threats and natural and human-caused incidents. The Director functions as the State's primary contact with the US DHS and FEMA and ensures that the state is prepared to manage incidents beyond the capability of local jurisdictions. They collaborate with New Hampshire DHHS and coordinate the efforts of other state agencies in preventing and responding to public health threats.

The Director informs the Governor, the President of the Senate, and the Speaker of the House on any impending or actual incident that may require coordinated action with the legislative branch. The Director operates on behalf of the Governor and provides the necessary coordination, direction, and control for state-rendered assistance to local jurisdictions in those situations that do not warrant a State of Emergency Declaration.

### **State Agencies**

As outlined in RSA 21-P: 44, state departments, offices and agencies are expected to assist to the State and affected communities in order to carry out the provisions of emergency management. In an incident, state agencies are expected to cooperate with and extend services and facilities upon request from the Governor and/or SEOC.

## **Federal**

The Federal Government has the responsibility to respond to national incidents and to provide assistance to states when an incident is beyond state capabilities. Pursuant to the Homeland Security Act of 2002, the Secretary of DHS is responsible for coordinating Federal operations and resource deployment within the United States to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, or other incidents.

DHS/FEMA is responsible for the following areas of planning and operations:

1. Supporting state and local governments in prevention, protection, mitigation, response, and recovery operations;
2. Coordinating federal aid for PDDs and incidents by implementing the NRF;
3. Coordinating emergency preparedness for the possibility of nuclear power plant accidents, radiation incidents, and attack; and
4. Ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

## **Non-Governmental and Volunteer Organizations (NGOs)**

NGOs collaborate with other agencies and organizations, first responders and all levels of government to provide relief services to sustain life, reduce physical and emotional distress and promote recovery of disaster victims when assistance is not available from other sources. Private relief organizations have a two-fold responsibility. The first responsibility is to cooperate and

coordinate with government agencies to help ensure broad and thorough coverage of relief. The second, and more important responsibility, is to provide relief not provided by the government on a complementary and supplementary basis.

### **Private Sector**

The roles, responsibilities and participation of the private sector vary based on the type and impact of disaster or emergency. Regardless, as a key element of local economies; private sector recovery and restoration is essential to aid the jurisdictions impacted.

## Section 7: Direction, Control, and Coordination

While most incidents are generally handled on a daily basis by a single jurisdiction at the local level, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, support agencies, and emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities.

Coordination is a broad function involving staff members engaged in management, direction, and control. Some situations might require an Incident Commander to execute coordinating functions. In times of disasters or other emergencies, there are several levels of coordination involved with the administration of this plan. They work through three levels from local, to state, and finally to federal agencies, when required.

### Local Jurisdictions

Overall responsibility for local emergency management efforts rests with local elected officials, as outlined in local emergency plans and procedures. Authority to manage local emergency management efforts is delegated to the EMD or designee. The EMD will coordinate local actions, mobilize local resources, and act as the primary point of contact for coordination with other communities and between state agencies. They should plan for the protection of life and property within the community. Local department heads and NGOs should work with the EMD during the development of local emergency plans and should be prepared to provide response resources.

**Local EOC Activation**—Local jurisdictions activate their EOC based on the magnitude or need for more coordinated management of the incident. When activated, local EOCs help form a common operating picture by collecting, analyzing, and disseminating emergency information.

### State

If an incident overwhelms the capability of a community, the Governor (or designee) may request the activation of the SEOC, authorize the use of state resources, and/or declare a State of Emergency. New Hampshire Homeland Security and Emergency Management (HSEM) is the principal entity for the coordination of the state response to an incident. Coordination shall be done at and through the SEOC with the identified Emergency Support Functions and RSFs. HSEM will oversee and coordinate all requests for state, interstate, federal, and other assistance. The HSEM Director (or designee) is the principal coordinator and single point of contact of the state's emergency response support. HSEM provides the state-level emergency response support coordination and is responsible for the following areas of planning and operations: (e.g., below). Supporting local governments in planning, preparedness, mitigation, response, and recovery operations; Coordinating Federal aid for a Presidentially Declared Disaster (PDD) and emergencies by implementing the National Response Framework (NRF); Coordinating emergency preparedness for the possibility of nuclear power plant accidents, radiation accidents, and attack; and, ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

## Federal

Requests for federal assets and resources must come from the State. Coordination of assets will occur at either the SEOC or the Joint Field Office (JFO). The FEMA State Liaison Officer (SLO) will report to the SEOC. A Federal Coordinating Officer (FCO) is appointed by the President of the United States, through FEMA, to act on behalf of the United States. The FCO represents the Federal Government when a disaster is declared. The duties of the FCO include coordinating all of the federal assistance with state and local governments through the State Coordinating Officer (SCO) as part of the State Emergency Management Program.

## Continuity of Operations (COOP)

The major goal 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 Acworth establishes and maintains the capability to provide response and recovery functions during emergencies or disasters.

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

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

- The Town of Acworth provides a capability to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
- 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 and/or response capabilities, and standard operating procedures/guides (SOPs/SOGs).
  - Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
- In the event the primary EOC at the Town Hall is inaccessible, is damaged to the point that it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC at the Acworth Fire Station and or Highway Department.

## Continuity of Government (COG)

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.

Per RSA 669:63, vacancies in the Board of Selectmen shall be filled by appointment made by the remaining selectmen. Whenever the selectmen fail to make such appointment, the superior court or any justice thereof, on petition of any citizen of the town, and after such notice as the court shall deem reasonable, may appoint a suitable person to fill the vacancy.

When EMD is not able to fulfill their duties, the line of succession for filling this position is as follows:

- *EMD*
- *Deputy EMD*
- *Highway Road Agent*
- *Fire Chief*

## Section 8: Communication and Coordination

### Communications

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

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

### Local to State Interface

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

- Once the EOC is activated, NH State EOC at (800) 852-3792 will be notified immediately. The linkage within the Local EOC and the State EOC will be established and maintained. Whenever possible, the EOC should establish contact to the State EOC via phone or WebEOC. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:
  - Points of Contact: The EMD, or his or her designee, will be the liaison to the State EOC.

- Status reports, compiled by EOC staff will be forwarded to the State EOC by the Emergency Management Director.
- The state to local interface is specified by this EOP and will be guided by emergency management and ESF 2 - Communications. The EMD shall have direct responsibility for the organization, administration, and operation for emergency management within the Town of Acworth.

## Chapter 10: Plan Development, Maintenance, and Testing

The EMD is responsible for the contents of the LEOP, including its Annexes and maintenance of the plan. Departments and organizations with a role in this plan should be familiar with its contents and will be responsible for contributing to the revision and maintenance of the Plan.

### Development

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

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

### Maintenance

This Plan is a living document and is the principal source of documentation concerning the Town of Acworth emergency management activities. Designated departments/agencies within Acworth have the responsibility for developing and maintaining a portion of this Plan. Overall coordination of this process will be performed by the EMD.

The EMD will conduct the overall plan review and report to the Board of Selectmen with recommended revisions on an annual basis, every year in June. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below:

- 1) 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.
- 2) 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.
- 3) 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 through the EMD.
- 4) All changes, revisions, and/or updates shall be forwarded to the EMD for review, editing, publication, and distribution to all holders of the EOP. The EMD will coordinate with ESFs/Department heads annually to ensure that EOP information is accurate.



Reviews and updates will consider the following elements:

- Formal updates of planning guidance or standards;
- Change in elected/appointed officials
- Changes in response resources (e.g. policies, personnel, organizational structures, leadership/management processes, facilities, or equipment);
- After-Action Reports and Improvement Plans from exercises, incidents, or events;
- Enactment of new or amended laws/ordinances or Executive Orders; and
- Changes in demographics or hazard profiles.

The EMD has the responsibility for maintaining Annexes, Appendices, implementing procedures, job aids, notification lists, and resource data to ensure prompt and effective response. The EMD will coordinate and with Department heads to enhance their ability to accomplish their assigned responsibilities in the LEOP.

### **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:

The EMD will provide update/revised EOP copies to all ESFs/Support Agencies. It is the responsibility of the ESFs/Support Agencies to dispose of old versions.

### **Training and Exercises**

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

The training and exercise programs will help to ensure the operational readiness of the Town's emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., 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.

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.

### **Evaluations**

Following each incident or exercise, the EMD will conduct an after action analysis to identify areas of improvement. They will take steps to address any problem identified and to ensure current policy and procedures are effectively implemented and reflected in this plan.

The AAR will be developed by the EMD, based on information collected from response participants in hot washes and from records of the response, such as WebEOC and position logs,

message forms, maps, situation reports, Incident Action Plans, news releases, or written requests for resources.

Once a draft AAR is developed, the EMD will facilitate an After Action meeting with entities that participated in the response. Participants in this conference will present, discuss, and refine the AAR and identify specific corrective actions to address the recommendations contained in the AAR. These corrective actions will yield the IP. Following the conference, EMD will finalize the AAR by incorporating corrections, clarification, and other feedback and distribute the final AAR/IP to all entities involved in the response.

Corrective actions are reviewed and are included in revisions and changes in plans and procedures.

## **Section 11: Administration, Finance, and Logistics**

### **Interface with State and Federal**

In most situations, requests for Federal assistance will be made through the Local EOC to NH Homeland Security and Emergency Management (HSEM) then to DHS/FEMA. When incident requests exceed the capability of the State, with the approval of the Governor, the Command Staff will coordinate activities with the lead federal agency(ies) under the provisions of the National Response Framework (NRF).

Once the local EOC is activated, the EMD will notify the NH State EOC immediately at (800) 852-3792, or via WebEOC. Whenever possible, the EOC should establish contact to the State EOC via WEB-EOC at <http://www.nh.gov/safety/divisions/hsem/>.

### **Agreements and Understanding**

All agreements and understandings entered into for the purchase, lease or otherwise for the use of equipment and services will be in accordance with law and procedures. The declaration of a State of Emergency by the local EMD or other official may suspend selected rules and regulations that impede emergency response and/or recovery operations.

Local, State and International Mutual Aid agreements (EMAC/IEMAC, etc.) may also be activated as the situation warrants.

### **Expenditures and Record-Keeping**

Each agency is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for federal reimbursement. This should be in accordance with the established federal program guidelines or standard cost accounting procedures if the latter is acceptable by the reimbursing federal agency.

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.

Emergency response agencies 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.

**Consumer Protection**

The NH Department of Justice (DOJ), Office of the Attorney General (AG), Consumer Protection and Anti-Trust Bureau will monitor emergency activities to provide protection to consumers. Complaints may be initiated by calling the Bureau at (603) 271-3641 or by filing a complaint electronically.

**Protection of the Environment**

All actions taken pursuant to repair and restoration by a government agency, individual, or private entity will comply with New Hampshire and Federal laws, rules and regulations regarding the environment. Additional requirements may be obtained from the New Hampshire Department of Environmental Services (DES).

**Non-discrimination**

Discrimination against persons on the basis of age, color, economic status, nationality, race, religion, sex, sexual preference or handicap in the administration of emergency services or disaster relief is prohibited. Complaints of discrimination in emergency operations or disaster relief will be made to the local emergency management organization for investigation and further action.

**Emergency Responder Liability**

Information concerning emergency responder liability within the State of NH is found in RSA Section 508:17-a *Agents Assisting Certain State Departments: Liability Limited*.

**Section 9: Critical Town Locations**

- Designated Shelters

Shelter (Primary/ Secondary)	Address	Amenities (list)	Back-up Power Equipment (Y/N)	AFN accessible (Y/N)	Occupancy #s	Pet-Friendly (Y/N)
Town Hall	13 Town Hall Road	Bathroom, meeting space, access to church kitchen	Yes	Yes	180	TBD

## Appendix A: Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARES	Amateur Radio Emergency Service
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CY	Calendar Year
DES	NH Department of Environmental Services
DHS	Department of Homeland Security (Federal)
DOJ	Department of Justice (Federal)
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMD	Emergency Management Director
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPZ	Emergency Planning Zone
ERP	Emergency Response Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
HAZMAT	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
HSEM	Homeland Security and Emergency Management (NH)
IA	Individual Assistance
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IEMAC	International Emergency Management Assistance Compact
IAEM	International Association of Emergency Managers
IND	Improvised Nuclear Device
IP	Improvement Plan
IT	Information Technology
JIC	Joint Information Center
LEOP	Local Emergency Operations Plan
LOA	Letter of Agreement
MAC	Mission Assignment Coordinator
MACC	Multi-Agency Coordination Center
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program

NGO	Non-governmental Organizations
NIMS	National Incident Management System
NOC	National Operations Center
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
PA	Public Assistance
PDD	Presidential Disaster Declaration
POC	Point of Contact
RSA	Revised Statues Annotated
SAR	Search and Rescue
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
WMD	Weapons of Mass Destruction

## Appendix B: Glossary

**After-Action Report/Improvement Plan** - The main product of the Evaluation and Improvement Planning process. The After-Action Report is a report that captures observations of an exercise, incident, or event and makes recommendations for post-exercise improvements; and an Improvement Plan identifies specific corrective actions, assigns them to responsible parties, and establishes targets for completion.

**Continuity of Government** - A coordinated effort within the State Executive branch to ensure that essential functions continue to be performed during a catastrophic incident.

**Continuity of Operations**- Capability to continue essential program functions and to preserve essential processes, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential incidents.

**Disaster/Emergency** - Any natural, technological, or human-caused event, which causes sufficient damage to life and property. Disaster and emergency are used interchangeably whenever a situation calls for a crisis response; however, emergencies can be handled with resources routinely available to the community. A disaster calls for a response that exceeds local capabilities.

**Drill** - A supervised instruction period designed to test, develop, and maintain skills in a particular operation, as well as to provide a means to correct deficiencies identified in other drills or exercises.

**Emergency Management Director** - The individual who is directly responsible on a day-to-day basis for the jurisdiction's effort to develop a capability for coordinated response and recovery from the effects of disaster, pursuant to NH RSA 21-P:39, I-IV.

**Emergency Support Function** – 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.

**Essential Program Function** - Activities that enable an agency, department, organization, or individual to carry out response actions, provide vital services, protect the safety and well-being of the citizens of the program's jurisdiction, and maintain the economic base.

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

**Exercise** – A controlled event that tests the integrated capability and a major portion of the basic elements existing within emergency plans and organizations.

**Governor's Authorized Representative (GAR)** - The representative of the Governor (usually the HSEM Director) 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.

**Hazardous Material** – A material (flammable, poisonous, corrosive, etc.) that would be a danger to life, property, or the environment, if released without precautions.

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

**Incident Objectives** – A statement of strategies and tactical directions for resources. Must be realistic based on available resources, achievable, measurable and yet flexible enough to allow for changes in the situation.

**Mitigation** - The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards and includes long-term activities that lessen the undesirable effects of unavoidable hazards or reduce the degree of hazard risk.

**Preparedness** - The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, mitigate, respond to, and recover from incidents. Preparedness is a continuous process.

**Prevention** - Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property such as identifying and applying intelligence and other information to a range of activities. These countermeasures may include deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators.

**Recovery** - Activity involves assistance to return the community to normal or near-normal conditions. Short-term recovery returns vital life-support systems to minimum operating standards. Long-term recovery may continue for a number of years after a disaster and seeks to return life to normal or improved levels.

**Response** - Actions that occur immediately before, during, or directly after an emergency or disaster. This includes lifesaving actions such as the activation of warning systems, staffing EOCs, implementation of shelter or evacuation plans and search and rescue.

**Unified Command**- A team which 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.



## Appendix D: Authorities and References

### Local Agency Authorities

Complete the authorities table. Subject to change based on jurisdiction's ESF definitions.

AUTHORITY OF EMERGENCY RESPONSE LOCAL AGENCIES		
Statutes/Legislation LOA = Letter of Agreement		
POSITION/AGENCY	AUTHORITIES	AUTHORITY
Board of Selectmen	Delegation of Authority to Emergency Management Director Declaration of State of Emergency	Title 1 Chapter 1 Section 1
Emergency Management Director	Activate/Implement the Local Emergency Operations Plan	Formally approved LEOP with BOS signatures

### State Authorities

New Hampshire RSA 4:45 State of Emergency Declaration; Powers.

New Hampshire RSA 4-C Office of Strategic Initiatives

New Hampshire RSA 21-O, Department of Environmental Services

New Hampshire RSA 21-P Department of Safety

New Hampshire RSA 106-D New England State Police Compact

New Hampshire RSA 107-B Nuclear Planning and Response Program

New Hampshire RSA 108 Emergency Management Assistance Compact and the Northeastern American/Canadian Emergency Management Assistance Compact

New Hampshire RSA 126 Vital Records and Health Statistics

New Hampshire RSA 126-A Department of Health and Human Services

New Hampshire RSA 128 Town Health Officers

New Hampshire RSA 141-C Communicable Disease

New Hampshire RSA 146-A Oil Discharge or Spillage in Surface Water or Groundwater

New Hampshire RSA 147-A Hazardous Waste Management

New Hampshire RSA 151 Residential Care and Health Facility Licensing

New Hampshire RSA 153:4-a Duties of State Fire Marshal

New Hampshire RSA 154 Firewards, Firefighters, and Fire Hazards

New Hampshire RSA 161 Human Service

New Hampshire RSA 194 School Districts

New Hampshire RSA 200 Health and Sanitation  
New Hampshire RSA 206 Fish and Game Commission  
New Hampshire RSA 228 Administration of Transportation Laws  
New Hampshire RSA 362 Public Utilities  
New Hampshire RSA 422 NH Aeronautics Act  
New Hampshire RSA 425 The Department of Agriculture, Markets and Food  
New Hampshire RSA 485-A Water Pollution and Disposal of Wastes  
New Hampshire RSA 508:17 Volunteers; Nonprofit Organizations; Liability Limited  
New Hampshire RSA 339:79 Requirements for Guaranteed Price Plans and Prepaid Contracts for Petroleum.

## **Federal Statutes**

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93- 288, as amended, 42 U.S.C. §§ 5121-5207, and Related Authorities  
Code of Federal Regulations (CFR), Title 10, Part 20 - Standards for Protection Against Radiation  
Code of Federal Regulations (CFR), Title 44, as amended- Emergency Management and Assistance  
Homeland Security Act of 2002 - Public Law 107-296  
Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents  
Homeland Security Presidential Directive 7 (HSPD-7), Critical Infrastructure Identification, Prioritization and Protection  
Homeland Security Presidential Directive 8 (HSPD-8), National Preparedness  
The Disaster Relief Act of 1974, Public Law 93-238 and, Executive Order 11795  
The Atomic Energy Act of 1954, Public Law 83-703 as amended  
Post-Katrina Emergency Management Reform Act of 2006  
Sandy Recovery Improvement Act of 2013  
Pets Evacuation and Transportation Standards Act of 2006  
Presidential Executive Order 11988, Flood Plain Management  
Presidential Executive Order 11990, Protection of Wetlands  
Presidential Executive Order 12148 - Federal Emergency Management  
Presidential Executive Order 12657, FEMA Assistance in Emergency Planning at Commercial Nuclear Power Plants  
President's Executive Order 12656, Assignment of Emergency Preparedness Responsibilities  
Presidential Decision Directive 39 (PPD-39), United States Policy on Counter Terrorism  
Presidential Decision Directive 41 (PPD-41), United States Cyber Incident Coordination

Presidential Decision Directive 62 (PPD-62), United States Policy on Combating Terrorism

Presidential Decision Directive 63 (PPD-63), United States Policy on Protecting America's Critical Infrastructures

National Infrastructure Protection Plan (NIPP) 2013

National Response Framework 2019

NUREG-0654/FEMA-REP-1, REV. 1, Criteria for Preparation and Evaluation of

Nuclear Regulation (NUREG) 0654/FEMA-REP-1

Public Law 85-256, Price-Anderson Act

## ESF Annexes

*See 2019 SEOP ESF Annexes for examples.*

ESF 1 - Transportation

ESF 2 - Communications & Alerting

ESF 3 - Public Works & Engineering

ESF 4 - Firefighting

ESF 5 - Emergency Management

ESF 6 - Mass Care, Emergency Assistance, Temporary Housing, & Human Services

ESF 7 - Resource Support

ESF 8 - Health & Medical

ESF 9 – Search & Rescue (SAR)

ESF 10 - Hazardous Materials (HAZMAT)

ESF 11 - Agriculture, Cultural, & Natural Resources

ESF 12 - Energy

ESF 13 - Public Safety & Law Enforcement

ESF 14 - Volunteer Management

ESF 15 - Public Information

## Hazard Specific Annexes

Local Hazard Mitigation Plan

Continuity of Operations Plan

Radiological Protection

Terrorism

Hazard Specific Annex

EOC Guidelines