CITY OF MANCHESTER, NEW HAMPSHIRE

EMERGENCY OPERATIONS PLAN
May 1, 2007
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CITY OF MANCHESTER,
NEW HAMPSHIRE

EMERGENCY OPERATIONS
PLAN

MAY 1, 2007

Prepared by the Southern New Hampshire Planning Commission

The preparation of this document has been financed in part by a grant from the United States Department of Homeland Security
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STATEMENT OF PROMULGATION

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

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

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

The City of Manchester, NH Emergency Operations Plan is adopted effective this day, the 1st of May, 2007.

On Motion of Alderman

Seconded by Alderman

Voted to

City Clerk

Emergency Management Director
CERTIFICATE OF ADOPTION BY CITY OF MANCHESTER

The City of Manchester 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 City of Manchester 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 EOP 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 departments and agencies of the City of Manchester involved in coordinating the Local, State and Federal response activities.

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

All departments of the City are directed to support the EOP as authorized by the Board of Mayor and Aldermen herein through adoption of said EOP, and as further delineated by charter or law, with amendments thereto as may be adopted by the Board of Mayor and Aldermen from time to time. The Emergency Management Director of the City shall review the EOP and present any suggested amendments or recommendations thereto to the Board of Mayor and Aldermen by March 1 of each even year initiating with 2010, or sooner as deemed appropriate by said Director or by order of the Board of Mayor and Aldermen.

The City of Manchester Emergency Operations Plan represents a concerted effort on the part of city government to provide a mechanism for effectively responding to and recovering from the impact of natural or human-caused disasters or emergencies. The adoption of this plan nullifies all previously adopted Emergency Operations Plans for the City of Manchester, NH.

Executed on this 15 day of May, 2007 by:

[Signature]
Frank C. Guinta, Mayor
City of Manchester
State of New Hampshire  
Hillsborough SS.

On 15th day of May 2007, personally appeared before me the above Frank C. Guinta executing such document for and on behalf of the City of Manchester.

Notary Public

(Printed name) Commission expires

CAROL A. JOHNSON
Notary Public / Justice of the Peace  
My Commission Expires September 21, 2010

Certification of Authenticity:

I, Leo R. Bernier, City Clerk, City of Manchester, NH, hereby certify that on May 1, 2007 on motion of Alderman O’Neil, duly seconded by Alderman Thibault, it was unanimously voted to adopt the Emergency Operations Plan of the City of Manchester as contained herein; and further that the Mayor of the City of Manchester is Frank C. Guinta and by same said action is authorized to execute such document for and on behalf of the City.

Attested this 15th day of May, 2007.  
Leo R. Bernier  
City Clerk

State of New Hampshire  
Hillsborough SS  
Subscribed and sworn to on 15th day of May 2007, personally appearing before me by the above Leo R. Bernier.

Notary Public

(Printed name) Commission expires

CAROL A. JOHNSON
Notary Public / Justice of the Peace  
My Commission Expires September 21, 2010

Approved in form:

City of Manchester, NH, City Solicitor
FOREWORD

The City of Manchester 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 City of Manchester appreciates the continuing cooperation and support from all the departments and agencies and to the volunteer and private organizations, which have contributed to the development and publication of this Plan.

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

Frank C. Guinta
Mayor

May 7, 2007
Signatories to the City of Manchester Emergency Operations Plan (EOP)

Mayor

Emergency Management Director

Fire Chief

Police Chief

EMS

Manchester Transit Authority

Public Works Director

Building Commissioner

School Superintendent

City Clerk

City Finance Officer

Public Health Director

Welfare Department Commissioner

Planning Board

Greater Manchester Chapter of the American Red Cross

Manchester Water Works Director

Information Systems Director
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I. Introduction

The City of Manchester 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 City of Manchester. The EOP is applicable to natural disasters such as drought, dam failure, earthquakes, hurricanes, and tornadoes; manmade incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including Terrorism), power failures, nuclear power plant incidents, and national security emergencies.

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

The preparation of the EOP is authorized under New Hampshire RSA 21-P:34, which allows municipalities to create local organizations for emergency management. Manchester City ordinances §92.80 through §92.83 provide for the appointment of an Office of Emergency Management and Director of Emergency Management. New Hampshire RSA 21-P:37 mandates “the preparation of plans and programs for emergency management by the political subdivisions.” It is in accordance with the above laws that the City of Manchester EOP has been developed.

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

A. Purpose

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

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

**B. Scope**

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

C. Structure

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

1. The format of the EOP is consistent with the State of New Hampshire Emergency Operations Plan as well as the National Response Plan (NRP) using the ESF concept and approach to providing assistance.

2. The Basic Plan, which describes the purpose, scope, situations and assumptions, hazard analysis, concept of operations, plan management, and authorities of the State departments and/or agencies in response to an emergency or disaster.

3. Administrative Appendices that include: a list of acronyms/abbreviations, terms and definitions, a compendium of emergency authorities and directives, and hazard analysis and assessment, which serve as points of reference and information for the users.

4. Emergency Support Functions (ESFs) that delineate primary and/or co-primary and support agencies and describe policies, situations, concept of operations, and responsibilities; necessary standard operating procedures/guides (SOPs/SOGs) to implement functions.

5. Hazard-specific Annexes, which include Hazardous Materials, Radiological Protection and Terrorism, describe special procedure applicable to a particular hazard.
D. ESF Descriptions

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

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

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

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

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

Mass Care & Shelter – Encompasses shelter (existing or constructed facilities); feeding (fixed sites, mobile feeding units); first aid at mass care facilities and other designated shelter sites; and family well-being inquiry.

Manages and coordinates sheltering, feeding and first aid for disaster victims; provides for temporary housing, food, clothing, and special populations needs in situations that do not warrant mass-care systems.

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

Health and Medical Services – Provides care and treatment for the ill and injured; mobilizes trained health and medical personnel and other emergency medical supplies, materials and facilities; provides public health and environmental sanitation services, disease and vector control, and the collection, identification, and protection of human remains.
**Search & Rescue** – Provides resources for ground, water, and airborne activities to locate, identify, and remove from a stricken area, persons lost or trapped in buildings and other structures; provides for specialized emergency response and rescue operations.

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

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

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

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

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

**Volunteers and Donations** – Facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster. Manages the receipt and distribution of donated goods and services; provides assistance in coordinating and managing volunteer resources.

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

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

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<th>Plan Section</th>
<th>Mayor</th>
<th>Emergency Management Dir.</th>
<th>Police Department Chief</th>
<th>Fire Department Chief</th>
<th>EMS</th>
<th>Public Works Director</th>
<th>Building Commissioner</th>
<th>School Superintendent</th>
<th>City Clerk</th>
<th>City Finance Officer</th>
<th>Public Health Director</th>
<th>Welfare Department Commissioner</th>
<th>Manchester Water Works</th>
<th>Manchester Solicitor's Office</th>
<th>Greater Manchester Chapter of the American Red Cross</th>
<th>Manchester Transit Authority</th>
<th>Information Systems Director</th>
<th>Salvation Army</th>
<th>Traffic Department</th>
<th>Manchester Public Access TV</th>
<th>Comcast Cable</th>
<th>International Institute</th>
<th>Easter Seals</th>
<th>Manchester Housing and Redevelopment Authority</th>
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*P = Primary Agency*

*S = Support Agency*
II. Situation and Planning Assumptions

A. Situation

The City of Manchester is located in the south-central portion of the State of New Hampshire in Hillsborough County. Manchester is bordered by the Town of Hooksett to the north; the Town of Auburn to the east; the towns of Londonderry and Litchfield to the south; and the towns of Merrimack, Bedford and Goffstown to the west. It is located 18 miles south of the City of Concord and about 18 miles north of the City of Nashua. Main highways in and around the City include: I-293 to the south and west; I-93 to the southeast, east and north; and Route 101 traversing east-west. Additional primary routes include Routes 3, 28, and 28A (Mammoth Road) through the City running north-south, and By-Pass 28 at the east.

The City has an elected Mayor and Board of 14 Aldermen form of government. Other boards-committees for the City consist of an Airport Authority; Arts Commission; Zoning Board of Adjustment; Board of Health; Board of Recount; Board of Registrars; Board of Trustees of the Trust Fund; Building Board of Appeals; Conduct Board; Conservation Commission; Fire Commission; Heritage Commission; Highway Commission; Manchester Development Corporation Board of Directors; Manchester Housing and Redevelopment Authority; Manchester Transit Authority; Millyard Design Review Committee; Office of Youth Services Advisory Board; Parks Recreation, and Cemetery Commission, Personnel Appeals Board, Planning
Board; Police Commission; Retirement Board; Safety Review Board; Senior Services Commission; Trustees of the City Library; and the Water Commission.

**Emergency Operations Center:** The EOC, located within the Central Fire Station, is comprised of three rooms – a media room, operations room, and decisions room. The EOC serves as the communications hub during an emergency with all information and decisions flowing through the Emergency Management Director and disseminated to the various department heads and personnel via a runner. Each department head has a specified desk in the EOC with a guide book based on the current EOP. Each station is equipped with a wireless laptop allowing department heads to run their departments from the EOC.

**Fire Department:** The Fire Department provides full time coverage for the community from 10 fire stations located strategically throughout the City. Manchester is the largest city in New Hampshire and the core city in one of three federally designated primary metropolitan statistical areas (PMSA) in the state. According to the US census, the 2000 Manchester population was 107,006 and the Manchester Metropolitan Area was 310,304. The present staffing level of the Manchester Fire Department is 266 personnel, 235 of which are actively involved in fire line functions.

Located in Fire Headquarters are the City of Manchester’s Emergency Operations Center, Fire Dispatch and Fire Prevention and Administrative Divisions. Most city fire stations are equipped with emergency generators; there are also portable generators and various pieces of apparatus located throughout the community. The fire department’s communication repair facility is responsible for radio repairs for all city departments and is also responsible for the communication towers and repeater sites.

**Police Department:** The Police Department is responsible for the protection of life and property as well as enforcing and investigating violations of New Hampshire State Statutes and City Ordinances within the community. General duties include but are not limited to traffic direction and control, public safety, scene security, escorts and civil disturbance response and control. The Police Department is located at 351 Chestnut Street. The Police Department is equipped with an emergency generator for emergency operations should they exist.

**Public Health Department:** The Health Department is responsible for routinely and periodically assessing the public health of the community and recommending appropriate policies, ordinances and programs to improve the health of the community. The Health Department shall investigate and control communicable diseases and shall complete environmental inspections and investigations necessary to protect the public health, and shall perform such other duties as prescribed by federal, state and local law. The Health Department is located at the Carol Rines Center, 1528 Elm Street. The Rines Center is equipped with an emergency generator and serves as the back-up emergency operations center for the City.
**Department of Public Works:** The Department of Public Works is responsible for the construction and maintenance of all public roadways and bridges, the collection and treatment of wastewater, the control and collection of storm drainage, the collection and disposal of solid waste, the construction and maintenance of City buildings, and the engineering, fleet maintenance and administration required to support these operations. The Department of Public Works is made up of approximately 242 employees. The Department has about 110 pieces of heavy equipment at its disposal in a wide variety of types and sizes. Included in this inventory are nine front-end loaders, three backhoes, two cranes, thirteen pick-up trucks and over forty-five trucks ranging from one ton to five ton capacity.

**Environmental Protection Division:** EPD, a Division of the Public Works Department, provides services for the collection and treatment of wastewater for Manchester and portions of Bedford, Goffstown and Londonderry. EPD functions as an enterprise and is fully supported by user fees and grants. Our mission is to strive to provide the highest quality services at the most competitive costs while maintaining all permit requirements in accordance with Federal and State requirements.

The Division, consisting of 43 full-time employees, is comprised of the following sections: Administration, Billing, Industrial Pretreatment, Wastewater Treatment, and Storm Water.

**Manchester Water Works:** The Manchester Water Works provides public drinking water and fire protection to approximately 160,000 people in the greater Manchester area. The department has 85 full time employees located at two primary facilities, namely the Business Office at 281 Lincoln St and the Water Treatment Plant at 1581 Lakeshore Rd. Manchester Water Works also operates and maintains 10 booster pump stations and 5 finished water storage facilities containing 37.8 million gallons throughout the water distribution system. All critical facilities are equipped with emergency standby power including the 2000 KW diesel generator located at the treatment plant.

**Planning and Community Development Department:** The Department assists the Mayor and the Board of Aldermen in the programming and management of the Community Improvement Program. This program manages and coordinates the various capital and special funding programs in the City. Each year the Board of Mayor and Aldermen adopt a CIP plan which appropriates the annual CIP budget and provides long range estimates of capital needs in the City. A special activity of the program is to manage funding from the US Department of Housing and Community Development. These include: Community Development Block Grants, HOME grants for housing and Emergency Shelter Grants.

The Department undertakes a wide variety of area planning, Master Plan and functional planning projects. In addition, they are charged with a number of Special projects such as addressing the housing needs of the City and site location for projects such as the Senior Center and Human Services Building.
**Building Department:** The building department is responsible for: Building Code administration, including building plan review and permit approval; code enforcement; field inspections and record maintenance; code review and update. Permit application processing - Building, Electrical, Heating Permits Plumbing, Signs, Yard Sales; Zoning Ordinance administration including site plan review, Zoning Board of Adjustment appeals, site inspections and variance applications; and Housing Code Ordinance administration including Certificate of Compliance program and rental property inspections.


**Welfare Department:** The City of Manchester Welfare Department is located at 1528 Elm Street, the Rines Center. The department’s personnel consists of a Welfare Commissioner, two administrative staff members, and seven caseworkers. The City of Manchester Welfare Department provides assistance to indigent individuals, families and households who lack adequate resources to meet their basic needs. The department acts as a facilitator in that wherever possible it directs those in need to relief agencies, i.e., federal, state, non-profit, etc. that specialize in meeting the specific needs of the department’s applicants and clients.

**City Finance Office:** The Finance Department was established to support the City’s Treasurer/Chief Financial Officer in the conduct of his statutory and charter responsibilities. The Finance Officer is responsible for maintaining accounting control over all finances for the City. Financial reporting in accordance with federal/state requirements and professional standards, custody and investment of all city funds, and arranging for any borrowing by the City and the school district is also the responsibility of the Finance Officer. The Department provides budget support to the Mayor and Board of Aldermen. The Finance Officer is also the Treasurer of the Manchester Contributory Retirement System and Clerk of the Trustees of Trust Funds. An appointed city official, the Finance Officer is directly responsible to the Board of Mayor and Aldermen. The Finance Department consists of 14 professional positions and is located on the second floor of City Hall, One City Hall Plaza. Automated accounting, banking and debt management systems, and telecommunications capability to the Federal Reserve System are essential to the operations of the department.

**City Solicitor’s Office:** The City Solicitor shall serve as legal counsel to the Board of Mayor and Aldermen and shall exercise general supervision over departments, boards, commissions and officers to the extent that they perform their duties in accordance with law. The City Solicitor shall prosecute all suits brought on behalf of the City, shall appear in defense of suits filed against the City and shall prosecute criminal actions before the Manchester District Court. The City Solicitor's Office also includes the Division of Risk Management and the Independent City Auditor.
Office of the City Clerk: The City Clerk is responsible for all standing committees of the Board of Mayor and Aldermen, Special Committees, including the committee on Joint School Buildings. The City Clerk shall attend all sessions of meetings and keep records of acts, votes, ordinance, resolutions and proceedings and notify all departments, boards, commissions, and any other interested party of any Board actions taken. Serves as notary for legal documents and certifies public records; custodian of the official City Seal; arranges all elections and maintains all election records as provided for in Federal and State laws and the City Charter of the City of Manchester; administers State and City mandated licensing and vital records such as births, deaths, marriages, and other vital statistics as required and shall oversee the policies and procedures associated with the daily administration of the City Hall complex. The Office of the City Clerk is made up of approximately 13 employees. The Office of the City Clerk is located at One City Hall Plaza (east wing). The City Hall Complex currently lacks an emergency generator for emergency operations.

School Department: The headquarters of the Manchester School District are located at 286 Commercial Street in Manchester's millyard. The office houses about 60 employees who perform administrative duties in support of the 17,000 students and 1,400 employees of the school district. The district does not own this building. It merely rents space from Kamen enterprises. There is a back-up generator for the building.

Manchester Transit Authority: The MTA is located at 110 Elm Street and provides mass transit service for the community, as well as pupil transportation for the Manchester School District. There are approximately 51 full-time employees and 77 part-time employees. There are 21 transit vehicles and 80 school bus vehicles, by which we can transport approximately 3,900 people. There is one 200 KW generator on the premises, a full maintenance garage and two fuel tanks that hold 20,000 gallons of diesel and 20,000 gallons of gasoline.

Greater Manchester Chapter of the American Red Cross: The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principals of the International Red Cross movement, will provide relief to victims of disaster and to help people prevent, prepare for, and respond to emergencies. The fundamental principles of the American Red Cross include: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

Information Systems Department: The Information Systems Department has 19 full time employees and is located in the city’s central fire station at 100 Merrimack Street. There is also a backup computer room at the Rines Center at 1528 Elm St. The department is responsible for all non-academic computer systems including all hardware, software and data network systems. The department also manages premise based telephone systems including dial tone and long distance contracts and the procurement and administration of equipment.
Manchester encompasses a total of approximately 34.9 square miles. The 2000 U.S. Census population of Manchester was 107,006, representing an increase of approximately 15% during the past 20 years. The most recent population estimate, 2004, for Manchester is 109,761. The approximate population is 3,066 persons per square mile. For the area bounded by I-93, I-293 and the Merrimack River, there are 65,610 people in an area of 13.55 square miles, or 4,842 persons per square mile. Outside this area and east of the Merrimack River, there are 15,294 people in an area of 13.35 square miles, or 1,145 persons per square mile.

Other than personal vehicle alternative modes of transport in the city include air and bus. The Manchester Airport provides both commercial and private air travel services. The Manchester Transit Authority provides public bus transportation for the City.

Mutual Aid Agreements are agreements between agencies to provide assistance to each other in the event of an emergency or crisis. The City of Manchester has entered into such agreements with the New Hampshire Public Works Mutual Aid Program and Southern New Hampshire Mutual Aid.

Manchester is exposed to many hazards, all of which have a potential to disrupt the community, cause damage, and create casualties. Hazard identification and vulnerability assessment was conducted in the 2005 Hazard Mitigation Plan that is part of this document in Appendix D.

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

- Agri-terrorism
- Arson
- Biological Agent
- Bomb Threat
- Building Collapse
- Chemical Agent
- Civil Disorder
- Conflagration
- Conventional Bomb
- Cyber-Terrorism
- Earthquake
- Electric Outage
- Explosion
- Flooding
- Fuel Shortage
- HazMat (fixed)
- HazMat (transport)
- High Pressure Gas Line Breaks
- Hurricane
- Ice & Snow Events
- Multiple Vehicle Accident
- Nuclear Accident
- Nuclear Bomb
- Nuclear Fallout Environment
- Plane Crash
- Radiological Agent
- Railroad Accident
- Tornado
- Water Outage
- Wild land/Urban Fire
- Wind
Vulnerable critical facilities that have been identified as requiring special planning considerations include the City Hall, Police Department, Central Fire Station and Emergency Operations Center, Highway Department facilities, water supply systems, wastewater treatment facilities, county and federal offices, military stations, emergency shelters, and wireless communication facilities. Emergency plans and procedures can be developed by these facilities for incorporation into the Manchester City Plan.

Accordingly, the situation is as follows:

1. The City of Manchester faces a wide array of risks, which may pose a significant threat to the population and property within the city. These include natural, human-caused and technological emergencies or disasters.

2. Depending upon the extent and nature of the disaster or emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the city, region or State.

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

4. A catastrophic disaster may overwhelm local and State governments in providing a timely and effective response to meet the needs of the situation.

**B. Planning Assumptions**

An emergency or disaster can occur in the city 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 City of Manchester 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 City, in conjunction with the State, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the State and Federal government for national security preparedness.

2. These responsibilities necessitate the development of a multi-hazard plan, with functional ESFs and detailed procedures.

3. That a disaster, producing a great number of casualties and widespread damage, may occur with little or no warning.
4. Depending upon the severity of the situation, the City of Manchester may be quickly overwhelmed with the emergency.

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

6. The State will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.

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

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

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

10. State and Federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.

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

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

13. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate Federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of State and local government.

**C. Hazard Analysis and Assessment**

The hazard analysis and assessment study is located as Appendix D, Hazard Mitigation Plan, in the Administrative Appendices to this EOP.
III. Concept of Operations

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

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

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

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

4. Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the State. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the City of Manchester are located on pages 3-6, Basic Plan.

a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated primary agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The primary and support agency assignments for each of the ESFs are identified by Figure 2, Emergency Support Function Assignment Matrix shown earlier in Section I, Page 7.

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.
5. Based upon the situation, primary, co-primary, and support agencies may be authorized to provide assistance in support of local operations without an executive order or proclamation of a STATE OF EMERGENCY.

6. Requirements for State Assistance: When it is determined that an emergency is beyond the control and resources of Manchester’s local government, a request for assistance are made to the state through the State Emergency Management to the Governor. Request for State assistance will first be approved by a member of the EOC Command and Control Section and then submitted to the State. (See Attachment 3 - State Assistance Request Form)

B. Emergency Operations Plan (EOP) Implementation

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

C. Phases of Emergency Management

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

1. Mitigation

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

2. Preparedness

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

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

4. **Recovery**

Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community, and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved state of affairs. Examples of recovery actions are provision of temporary housing, restoration of government services, and reconstruction of damaged areas.

D. **Organization and Assignment of Responsibilities**

1. **General**

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

   a. Communications and Alerting in support of agency notifications and EOC operations.

   b. Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and Federal government).

   c. Requests for State assistance from local governments.

   d. Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).

   e. The EMD or his/her designee, after consideration of the event(s), will determine the extent of *Communications and Alerting, and Information & Planning*, activation level.

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

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the *Central Fire Station*,
Security and maintenance of the EOC facilities will be carried out in accordance with EOC SOPs to be developed by the EMD. In the event the Primary EOC is threatened, an alternate EOC may be activated at the Public Health Department, the Rines Center, 1528 Elm Street.

3. Organization

The organization to implement the EOP under emergency or disaster conditions consists of the city departments having primary or co-primary, and support roles as specified in the functional ESFs. Figure 3, Emergency Operations Center (EOC) Organization Chart, details the overall response structure of the EOP. Direction and control of the EOC is the responsibility of the EMD. The Emergency Management Director will coordinate the response of the community’s departments, advise the Mayor and Board of Aldermen on the necessary protection actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the EMD and in response to executive decisions.

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

a. Command and Control Section

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

1) Coordinate all emergency response functions in the EOC.

2) Establish and maintain a facility to be used as the EOC for centralized direction, coordination, and control of emergency operation.

3) Develop EOC activation/deactivation SOPs/SOGs, personnel staffing requirements, and functional operating procedures/guides.
Figure 3: Emergency Operations Center Organization Chart
b. **Operations Section**

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

![Operations Section Organization Chart](image-url)
c. Information & Planning Section

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

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

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**Figure 5: Information and Planning Section Organization Chart**
d. **Logistics Section**

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

![Logistics Section Organization Chart](chart.png)

*Figure 6: Logistics Section Organization Chart*
e. Administrative & Finance Section

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

![Administrative & Finance Section Organization Chart](image)

**Figure 7: Administrative & Finance Section Organization Chart**

4. **Responsibilities**

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

**The Mayor is responsible for:**

- Supporting Emergency Management efforts in establishing, equipping and staffing an Emergency Operations Center (EOC).
- Protecting life and property through executive decisions assisted by all departments and organizations stated herein.
- Requesting and coordinating all military assistance through the Bureau of Emergency Management (BEM).
- Issuing the Declaration of a State of Emergency.
- Coordinating financial support for emergency response and recovery operations.
- Assist in issuing emergency evacuation recommendations.
- Providing emergency public information and instructions.
- Coordinating emergency shelter, feeding and clothing.
- Providing leadership for disaster mitigation program.
- Support dissemination of public information.
The Emergency Management Director (EMD) is responsible for:
- Coordinating emergency operations training for all departments.
- Conducting test exercises of a multi-department nature and assisting departments to conduct their own test exercises.
- Coordinating the emergency operations.
- Assisting in providing for the protection of life and property.
- Maintaining of the Emergency Operation Plan.
- Assisting all departments in maintaining and training auxiliary forces.
- Gathering and analyzing all information and instructions for the general public to be released by the Mayor.
- Providing and maintaining an up-to-date departmental emergency operations plan and assisting other departments in providing and maintaining their own departmental emergency operations plans.
- Providing information on existing and potential resources.
- Providing and coordinating administrative support for the EOC.
- Coordinating emergency functions for community or organizations and industries.
- Coordinating the rationing of essential community resources and supplies, as directed by the Mayor.
- Coordinating the training and assignment of public shelter management and staff.
- Establishing a community shelter plan.
- Training and assigning radiological personnel and maintaining radiological equipment.

The Police Chief is responsible for:
- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director (EMD).
- Conducting its own test exercises, as coordinated by the EMD.
- Protecting life and property, assisted by all departments and State Law Enforcement agencies.
- Providing crowd control.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinating regional police mutual aid.
- Coordinating all emergency traffic control procedures within the community.

The Fire Chief is responsible for:
- Emergency operations training for its personnel.
- Conducting test exercises, as coordinated by the Emergency Management Director.
The Public Works Director is responsible for:

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

The Superintendent of Schools is responsible for:

- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director.
- Conducting test exercises at the City’s schools, as coordinated by the Fire Chief.
- Coordinating regional mutual aid within the SAU.
- Assisting the Red Cross in the mass feeding and sheltering of evacuees.
- Coordinating emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.

The Building Commissioner is responsible for:

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

**The City Finance Officer is responsible for:**
- Maintaining records of emergency expenditures.
- Advising officials on the disbursement of city funds.

**The City Clerk is responsible for:**
- Providing population data.
- Protecting all city records

**The Public Health Director is responsible for:**
- Enforcing public health standards.
- Assisting in coordinating emergency shelter and feeding.
- Directing inoculation or immunization.
- Coordinating emergency health care planning.
- Liaison with Local Hospital

**The Welfare Department Commissioner is responsible for:**
- Coordinating with Greater Manchester Chapter of the American Red Cross.
- Coordinating volunteers and donations.

**The Planning Department Director is responsible for:**
- Providing maps for planning and EOC display purposes.
- Collecting and providing ESF status information for inclusion into Situation Reports (SitRep).

**The Manchester Transit Authority is responsible for:**
- Coordinating emergency transportation.
- Movement of citizens/supplies within the city and/or to surrounding cities in the event of a disaster or other emergency.

**The Greater Manchester Chapter of the American Red Cross is responsible for:**
- Coordinating emergency blood bank supplies at area hospitals.
- Providing emergency food, clothing, shelter and first aid.
- Providing individual family assistance.
- Managing emergency shelter operations.
- Registering evacuees.

**The Information Systems Director is responsible for:**
- Telephone connectivity excluding cell phones
- Data connectivity between all City buildings
- Data connectivity to the School network
- Data Connectivity for all City systems including Police and Fire CAD
- City Email
- City Internet Access
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- City Website including citizen notification systems
- Hosting of all City application servers including the Geographic Information System (GIS)
- Emergency wireless setup
- Computer hardware and software
- Network Hardware
- Telephone Hardware

EMS is responsible for:
- Providing emergency medical response as needed and requested during emergencies

E. Administrative, Finance, and Logistics

1. Administrative

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

b. Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the City’s request for supplemental assistance.

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

d. Upon activation of the EOP, each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies and vehicles are accounted for and protected. In addition, assurances for rapid deployment should be maintained.

e. All elements of city 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.
f. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.

g. Training of emergency operations staff will be conducted annually through in-house training sessions. As well as exercises, actual response, and Bureau of Emergency Management (BEM)/Federal Emergency Management Agency (FEMA) courses. If warranted, the EMD training staff will conduct accelerated/refresher training on an appropriate subject matter during periods of increased readiness status.

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

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

j. The EOC will keep a radio log (see attachments) for all radio communications relating to the emergency. The radio log shall contain the times and content of the transmission received and sent.

2. Finance

a. Funding allocations to meet the needs of an emergency situation is met by:

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

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

c. City 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. Departments are responsible for submitting records to the Finance Director for processing.

d. The City of Manchester is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures or as stipulated in the ESF documents. Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

3. **Logistics**

   a. The EMD, in coordination with other city 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. All individuals and agencies tasked above shall ensure that the following logistical support requirements are satisfied:

      1) Damaged equipment shall be repaired or replaced.

      2) All expenditures will be submitted to the Finance Director for processing.

   d. City government should develop and maintain a current database of locally available resources and their locations. The database should include all public and available private equipment, and personnel with special technical skills, pertinent to the anticipated needs of the local jurisdiction.

4. **Mutual Aid Agreements**

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

**F. Notification**

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

1. The EMD would be alerted to the emergency or disaster situation by the local dispatch, NH State Police, and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the *EOP* in coordination with the Mayor.

2. If the emergency occurs during off duty hours, the EMD is notified of the situation via the local police dispatch. Based upon the severity of the incident, the EMD will initiate further notifications and/or activations (partial or full) of the *EOP*.

3. Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the *EOP*.

4. Upon initial notification each responding agency is responsible for conducting its own internal notifications.

**G. Activation and Deployment**

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

1. The *EOP* will be utilized to address particular requirements of a given disaster or emergency situation. Selected functional ESFs will be activated based upon the nature and scope of the event and the level of State support needed to respond.

2. Based upon the requirements of the situation, EMD will notify city departments and agencies regarding activation of some or all of the functional ESFs and other structures of the *EOP*. Priority for notification will be given to primary agencies as specified by the ESFs.
3. When activation of the EOP (partial or full) is initiated, and unless otherwise specified, all departments and office representatives having primary and/or co-primary roles and responsibilities, as specified in the EOP, will deploy to the EOC, and activate their respective ESF component to the EOP and relevant SOPs/SOGs.

   a. In the event the primary EOC is inaccessible/usable, staff will report to the alternate EOC located at the Police Station.

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

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

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

   a. **Points of Contact:** A list correlating the local and state functional counterparts and primary contacts will be provided during the initial notification phase and thereafter upon changes in status. In addition, a current copy of *Figure 2, Emergency Support Function Assignment Matrix*, of the EOP, will be attached to the initial notification to the State EOC. This figure lists the functional ESFs and assigns primary, co-primary, and support State agencies to each function.

   b. Status reports, compiled by ESF-5 Information and Planning EOC Staff will be forwarded to the Emergency Management Director at the State EOC.

   c. Software Compatibility: The City of Manchester has standardized software with Microsoft 2000 and Microsoft XP Professional operating systems and Microsoft Office software versions 97, 2000, XP and 2003. The Department of Safety – Bureau of Emergency Management and the State EOC has standardized software with Microsoft XP operating system and Microsoft Office 2000. FEMA has standardized using Microsoft Office 2000. No conflicts are apparent.

2. Local-to-local linkage would occur through individual department mutual aid agreements and shared dispatch centers and EOC's. Local-to-State linkage would occur through the City of Manchester's EOC and State Emergency Management.
3. The state to local interface will be specified with each Local EOP and will be
guided by emergency management and Communications and Alerting.
Unless otherwise noted, the chief elected official (CEO) of the jurisdiction is
responsible for direction and control within the jurisdiction and an emergency
management director is appointed and shall have direct responsibility for the
organization, administration, and operation for emergency management within
said said jurisdiction.

I. Continuity of Operations (COOP)

1. The major thrust of an emergency operations plan is to protect the lives and
properties of those involved in a disaster and return the situation to normal.
Disasters can interrupt, paralyze, and/or destroy the ability of State and local
governments to carry out specific executive, legislative and judicial functions.
Therefore, it is imperative that the City of Manchester establishes and
maintains the capability to provide mitigation, preparedness, response, and
recovery functions during emergencies or disasters.

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

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

   a. That State and local governments provide a capability to preserve,
maintain, and/or reconstitute its ability to function under the threat or
occurrence of any emergency and/or disaster that could disrupt
governmental operations or services.

   b. That local emergency response departments provide for the following
during emergency operations:

      1) Each element have designated and trained personnel available
         for EOC deployment; and

      2) Each element maintains and updates notification lists, twenty-
         four hour staffing capabilities, and standard operating
         procedures/guides (SOPs/SOGs).

   c. Each of the emergency response departments will also develop and
      maintain policies, plans and SOPs/SOGs to ensure the capability to
provide essential services/functions sustainable during emergencies and/or disasters.

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

   a. The alternate EOC is located at the Police Station.

   b. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

J. Continuity of Government (COG) / Line of Succession

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

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

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

3. The following is the Line of Succession that has been established for the City of Manchester of those whom report to the Mayor. The Emergency Management Director (EMD) will exercise Direction and Control. In the event the EMD is not available, the position of Chief Executive is filled in succession as listed below.

   a. Deputy EMD
   b. Police Chief
   c. Fire Chief
   d. Deputy Fire Chief
   e. Highest Ranking Police Officer

4. The EMD will develop and maintain a Continuity of Government (COG) Line of Succession Plan for the City.
**K. Recovery and Deactivation**

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

1. Ensure that all health and safety issues are resolved prior to full deactivation;

2. That all essential services and facilities are re-established and operational;

3. Partial deactivation of the EOP, in particular functional ESFs, may occur only when all issues within the specific functional area are resolved;

4. Recovery operations may be initiated during response operations;

5. Deactivation of response operations may be followed by the recovery operation; and

6. Final deactivation of all operational activities will only occur with authority from the Governor and in coordination with appropriate local, State, and Federal governments.
IV. Plan Management

A. Development

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

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

B. Maintenance

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

1. EMD will conduct the overall plan review and report to the Board of Aldermen with recommended revisions on an annual basis. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.

2. Review of the functional ESFs by the respective primary, co-primary, and support agencies will be conducted every two years; SOPs/SOGs yearly; resource inventories and notification and recall lists on a six (6) month basis.

3. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days. A formal after action report will be completed by the EMD following any major event. The written report will be submitted to the Mayor by the EMD within 180 days following the event.

4. Major changes that affect the Situation and Assumptions and Concept of Operations sections of the **EOP** will be made, as required. The department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists, and resource inventories, shall be made by the primary, co-primary, and support agencies.

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

1. The EMD is responsible for establishing and maintaining a document control system for all emergency management planning documents, as appropriate.

   a. The document control system will include the following:

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

D. Training and Exercises

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

2. The training and exercise programs will help to ensure the operational readiness of the City’s emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., animal health and terrorism related exercises and Radiological Emergency Preparedness Exercises for commercial nuclear power plants) to evaluate established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.

3. After each hazard-specific exercise a critique is held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans, and procedures/guides.
V. Authorities and References

A. Statutes and Regulations

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

B. References

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


1 - TRANSPORTATION

Primary Agency: Manchester Transit Authority

Support Agencies: Mayor
Public Works Director
Emergency Management Director
Police Department Chief
Fire Department Chief
School Superintendent
City Finance Officer
Traffic Department Director

I. Introduction

A. Purpose

To provide a coordinated response in the management of transportation needs by establishing procedures for the orderly movement of people and goods from endangered or stricken areas to facilities in areas generally unaffected by the disaster or potentially safer from an impending emergency situation.

B. Scope

This ESF provides for local transportation support including:

1. Management and coordination of transportation activities to support the effort of local agencies.

2. Establishing priorities and/or allocating transportation resources, processing of all transportation requests, determining the priority of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions and state agencies.

3. Processing overall coordination of requests for local transportation support.

4. Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.

5. Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
6. Assisting in the design and implementation of alternate transportation services, such as mass transit systems, to temporarily replace system capacity lost to disaster damage.

7. Coordinating the clearing and restoration of the transportation resources.

8. Documenting of transportation needs and reporting to the local EOC, if applicable.

II. Situation and Planning Assumptions

A. Situation

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

B. Planning Assumptions

1. A significant disaster will severely damage the transportation infrastructure. Most localized transportation systems and activities will be hampered by the damaged transportation infrastructure and communications. The damage to both the local and regional transportation networks will significantly impact the effectiveness and efficiency of the response and recovery efforts.

2. Areas in Manchester that might require an evacuation would include:

   - Designated floodplains and areas subjected to river flooding due to ice/debris jams.
   - Areas downstream of high-hazard dam sites.
   - Areas near potentially dangerous hazardous materials incident
   - Areas downwind of a hazardous chemical materials incident.
   - Areas in and around hazardous materials waste disposal dumps.
   - Areas subjected to outages of power, water or home heating materials.
   - Areas determined by the Federal Emergency Management Agency (FEMA) to be potential targets of an enemy attack.
   - Areas affected by sabotage, terrorist activities or civil disturbance.
Structures which are, or could become, unsound due to fires, earthquakes, hurricanes, tornadoes and other major natural or technological phenomena.

Areas threatened by advancing forest fires.

Areas near or around crashed aircraft.

Any circumstance jeopardizing the health and/or safety of the citizenry.

Any other areas identified in the Manchester Hazard Mitigation Plan.

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

4. Although most adults in Manchester own or have use of a private vehicle and would evacuate using that vehicle, the City, assisted by state government, will provide school and MTA buses and available commercial vehicles to transport those who do not own or have use of a vehicle or who cannot ride with friends, relatives or neighbors. When faced with a potential life-threatening situation, people will generally follow three options:

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

5. Evacuation routes within the City of Manchester will be developed dynamically during a disaster event. The nature, severity and the location of the disaster will significantly impact what routes will be available in the time of an emergency. Additionally, the selection of routes will be impacted by the end location of evacuees, whether they are relocating to another point within the City or outside of the City limits. Additionally, the City may designate “pick-up” points for evacuees to gather and board mass transit. These points will, like evacuation routes, be selected at the time of emergency and may
include city parks, schools or other sheltering facilities with adequate area for the congregation of people.

In the event that evacuation becomes necessary, routes will be identified jointly by the Police Chief and the Manchester Transit Authority Director, or their designees. It is assumed that both individuals will be in the EOC and will remain in direct communication with the MTA’s bus drivers. Conversely, the bus drivers will be depended upon to provide updated information regarding route conditions to the EOC.

Some of the major roads and highways in Manchester traveling **north-south** include:
- I-93
- I-293
- South Willow Street
- Beech Street (south only)
- Maple Street (north only)
- Hooksett Road
- Mammoth Road
- Second Street
- Elm Street
- Front Street
- Boynton Street
- Brown Avenue
- Calef Road
- Donald Street
- Eddy Road
- Huse Road
- Main Street
- Massabesic Street
- McGregor Street
- North River Road
- Smyth Road
- Union Street

Some of the major roads and highways in Manchester traveling **east-west** include:
- NH Route 101
- Queen City Avenue
- Candia Road
- Cilley Road
- Dunbarton Road
- Goff’s Falls Road
- Goffstown Road
- Hanover Street
- Hayward Street
- Kelley Street
- Lake Avenue
- Mast Road
- Varney Street
- Wellington Road
- Weston Road

6. The Manchester Transit Authority will work through its existing contacts to provide transportation for disabled persons requiring evacuation. These groups, such as Easter Seals, participate in and provide Step-Saver Service.

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

It is assumed that most patients in medical facilities will be picked up and relocated by relatives. Relocation of patients in acute-care status and the transportation of same must, if necessity, be made at the time of emergency and on a case-by-case basis. Prisoners being held by the Police Department who could not be released would be transferred for incarceration.
8. During a period of increasing international tension, the Presidential option of relocating people from potential target areas to relatively safer host areas appears to be feasible. Evacuees will necessarily look to their local officials for guidance on when and where to relocate, how to get there, and what to bring with them.

### III. Concept of Operations

#### A. General

In accordance with the City of Manchester, NH Emergency Operations Plan and this ESF, the Public Works Director and Manchester Transit Authority (MTA) Director, or their designees, are responsible for coordinating transportation activities. The Standard Operating Procedures/Guides (SOPs/SOGs) established by these Departments will provide the framework for carrying out these activities.

Support agency documents will be coordinated with the Public Works Director, the MTA Director, or their designee.

Requests for assistance will be forwarded to the Manchester EOC. It is important that the Public Works and MTA Directors, or their designees, maintain close coordination with the Manchester EOC when it is in full operation.

When transportation requests exceed the capability of the City of Manchester, and with the approval of the Mayor, the EMD will coordinate transportation activities with the local EOC and the lead staff member for ESF- Transportation.

#### B. Organization

1. The functional organization structure of this ESF is shown in Figure 1-1, *Functional Organization of Transportation*.
2. This ESF will be composed of a primary agency Coordinator and Assistants, as needed. Once the ESF is operational at the EOC it shall function under the direction and control of the EOC Operations Officer.

   a. Transportation Coordinator: The primary function of this position is to coordinate and manage the responsibilities and functions of this ESF. Assist in planning activities related to response and recovery actions, and provide staff requirements.

   b. Evacuation Unit Leader: Plans for and facilitates movement of evacuees from an impacted area.

   c. Route Security Unit Leader: Coordinates with Public Works and Engineering to ensure the safety and security of routes utilized following an incident.

   d. Transportation Unit Leader: Assesses transportation infrastructure capabilities and capacities.

3. **Interagency Coordination**- Upon notification of an emergency requiring the activation of the EOC or other significant State response, the primary agency for Transportation will brief and consult with designated essential personnel, support agency representatives, and the Bureau of Emergency Management (BEM) Director or their designee to implement SOPs/SOGs in support of local transportation operations. That response may involve:

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

4. Specialized Teams/Units

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

   b. State and County teams or agencies are:
      - New Hampshire Department of Transportation
      - Department of Safety – Pupil Transportation
      - New Hampshire State Police
      - Hillsborough County Sheriff’s Office
      - National Guard
C. Notification and Activation

Upon determination of an impending or actual incident requiring transportation capabilities, the EMD will request agency representatives to implement ESF-Transportation activities from the EOC.

Transportation may be activated at the request of an appropriate agency through the EOC when an emergency condition exists and requires the support of Transportation.

Upon activation the Transportation representative will implement existing SOPs/SOGs and support agency notifications.

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

D. Emergency Response Actions

For emergencies within the confines of the City, the following emergency response actions should be followed.

1. The primary agency representative will establish operations at the EOC as soon as possible after the notification and activation of Transportation.

2. The EOC Liaison Officer or Operations Officer will brief the Transportation representatives upon arrival.

3. Update support agency staff and monitor activities.

4. Determine transportation needs and available resources.

5. Maintain complete logs of actions taken, reports, and transportation resources needs and capabilities.

The activation of ESF 1 – Transportation might result from an incident outside the City, which could produce an in-surge of evacuated persons. The City, through its Seabrook Nuclear Power Plant evacuation drills, is prepared to accept 40,000 evacuees. However, an incident in Boston could possibly produce a much greater number of evacuees, which the City could have difficulty accepting.

E. Recovery Actions

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

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

IV. Roles and Responsibilities

A. Primary Agency

The Manchester Transit Authority will:

- Staff the State EOC for coordinating transportation activities in support of the Manchester EOP.
- Develop and maintain a City Evacuation Plan.
- Coordinate the transport of goods and people.
- Coordinate emergency transportation routes.
- Review information gathered by Information and Planning concerning the status of State transportation systems.
- Provide subject matter experts (SMEs) to support ESF-14 Public Information, as requested.
- Identify transportation capabilities and needs to facilitate evacuation.
- Maintain accurate accounting of transportation resources.
- Process and coordinate requests for State and local transportation support.
- Assist in the design and implementation of alternate transportation services, such as mass transit systems, to temporarily replace system capacity lost to disaster damage.
- Coordinate the restoration of MTA transportation resources.
- Develop and maintain transportation providers and develop Letters of Agreement.
- Coordinate with the EMD and the State to obtain additional transportation resources, as needed.
☐ Manage and coordinate transportation resources and activities to facilitate the efficient evacuation of at risk residents resulting from actual or impending emergencies.

☐ Provide for the transportation of goods and people.

☐ Maintain communications with field operations, as necessary.

☐ Coordinate resources and provide support and agency representatives to State agencies, as required, in response to terrorist incidents/attacks.

☐ Prioritize resource requests and allocations, as needed.

☐ Provide fuel for buses, Police, Fire, and Highway Department and other vehicles used for evacuation and emergency operations as appropriate.

☐ Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and Information and Planning.

☐ Collect and maintain the following ESF status information and coordinate with Information & Planning to ensure inclusion into the Situation Report (SITREP):

  - Status of Air, Roadway, Waterways, and Railroad Networks, as appropriate.
  - Road Closures and Traffic Control Points.
  - Status of Bridges.
  - Status of Evacuation Routes.
  - Unmet Transportation Needs.
  - Allocated Transportation Resources.
  - Status of Critical Facilities (i.e., fueling stations, communications center, fuel storage sites, operational sites, etc.).
  - Major Transportation Issues/Activities.
  - Staffing and Resource Shortfalls.

☐ Coordinate the provision of buses and other transportation resources and supplies to support emergency operations.

☐ Provide personnel as drivers and in support of other operations.

☐ Coordinate with outside agencies, such as Easter Seals, to facilitate the evacuation/movement of disabled persons.

☐ Arrange for students to be taken home in the event of an emergency in which schools are closed.
Re-arrange school bus routes when schools are closed for any length of time in which students would attend an alternate school.

**B. Support Agencies**

The Public Works Director will:

- Maintain liaison with the Associated General Contractors of NH and the construction and equipment rental companies.
- Coordinate requests for assistance with the NHDOT to provide support in accordance with the State Emergency Operations Plan.
- Assess the damage to transportation resources, analyzing the effects of the disaster on the local transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls as required.
- Coordinate with ESF-3 Public Works and Engineering for debris removal from evacuation routes.
- Provide barricades, cones and/or other devices for traffic control.
- Provide for and maintain clearance of the evacuation routes and shelters.
- Request assistance from local contractors for personnel and equipment, if necessary.
- Coordinate the restoration of DPW transportation resources.
- Provide fuel for buses, Police, Fire, and Highway Department and other vehicles used for evacuation and emergency operations as appropriate.

The Traffic Department Director will:

- Coordinate and control emergency highway traffic regulations in conjunction with the NH State Police, NH National Guard, and the Federal Highway Administration.
- Provide signage for transportation assets into and out of impacted areas.

The Mayor will:

- Assume overall direction and control of the evacuation procedures.
Make the necessary evaluations and recommendations to protect the lives of the citizens

The Emergency Management Director will:

- Coordinate the emergency services during evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.
- Notify the Public Works Director, local Manchester Chapter of the Red Cross and School Superintendent to begin sheltering procedures.
- Notify NH Bureau of Emergency Management and request state and/or federal assistance.
- Disseminate sheltering information and instructions to the public through the local media via a Public Information Officer.
- Instruct EOC and operational staff to implement their evacuation procedures.
- Perform such other functions as directed by the Mayor.
- Assist essential public services and private industries to provide for continuity of operations.
- Assist non-essential industries to provide for operational shut-down and the orderly release of employees.
- Coordinate with the State to obtain additional transportation resources, as needed.
- Advise the Mayor on the current status of events and make emergency management recommendations.

The Police Chief will:

- Establish and maintain control points to maximize traffic flow.
- Organize patrols to provide security in the evacuated area.
- Distribute personnel and vehicle identification to key worker and emergency services personnel.
- Coordinate traffic control.
Develop and maintain a Traffic Control Plan for the City.

The Fire Chief will:

- Provide technical recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- Provide post-evacuation fire surveillance.
- Maintain emergency communications capability.
- Assist those special needs persons needing assistance to relocate.
- Provide emergency medical treatment and evacuation of the injured.
- Staff, maintain and operate the Emergency Operations Center.
- Maintain MSDS and Tier II forms and site plan.
- Assist in emergency notifications.
- Perform Rescue, Fire Fighting, Emergency Medical and hazardous Materials functions as necessary.

The School Superintendent will:

- Maintain control over school (principals) and advise the schools of planned actions- early closings, sheltering or evacuation in concert with established and maintained plans.
- Coordinate with the Public Works Director and Manchester Transit Authority for the planned actions as listed above, and provide personnel for tracking of people transported.
- Make school properties available as pick up points.
- Provide a representative at the EOC for school issues.

The City Finance Officer will:

- Disburse funds, at the direction of the Mayor or Board of Aldermen, to implement ESF 1, Transportation.
- Prepare funds and associated records for transfer to safekeeping, if the Mayor deems it necessary.
V. References

A. Plans

The Manchester Airport Emergency Operations Plan
SNHPC Incident Management Diversion Route Map for the Greater Manchester Area
NHDOT Interstate 93 Traffic Incident Management Plan
SNHPC Regional Intelligent Transportation System Architecture (fortcoming)

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

Lake Massabesic Dam Emergency Action Plan (EAP)
Low Service Reservoir EAP

C. Interagency Agreements/Compacts/Mutual Aid Agreements

Fire Department Mutual Aid Agreements
Police Department Mutual Aid Agreements
Manchester Airport Mutual Aid Agreements
Manchester Transit Authority Mutual Aid Agreements

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

See Appendix E at the end of this EOP
2 - COMMUNICATIONS AND ALERTING

Primary Agency: Fire Department Chief

Support Agencies: Mayor
                  Emergency Management Director
                  Police Department Chief
                  Public Works Director
                  School Superintendent
                  Information Systems Director
                  Manchester Public Access Television

I. Introduction

A. Purpose

In the event of an emergency or disaster, Emergency Support Function (ESF) Communications & Alerting will assign the responsibilities and establish the procedures to expand the routine communications system into an emergency command and control network. The Communications & Alerting ESF also sets forth procedures for alerting the local emergency response officials and the general public to an impending emergency.

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

The Fire, Police, Highway, Airport, Park and Recreation/Cemetery, EPD, MTA, Public Building Services, Traffic, Water, Building, Housing Authority, American Red Cross, departments and ambulances currently maintain radio networks for conducting day-to-day operations. These departments have base stations and mobile radios for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

The Information Systems department maintains separate essential communications systems from the City’s radio network. The department maintains all of the City’s non-academic telecommunication and computer networking systems. While these systems have back-up networks and can be extremely beneficial during emergency.
operations, there may be some disaster types that could render these systems inoperable, given their dependency on utility access (electric, cable, telephone) that could be disrupted.

These local networks, by necessity, must form the basis of an Emergency Communications System. In addition, telephones will be utilized as long as those systems are in the operation. If needed, and available, cellular phones, amateur radio (HAM), and citizens band networks may be used to augment the existing communications capability.

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

An atmospheric nuclear explosion will create a power surge, called Electromagnetic Pulse (EMP), which would probably disable unprotected communications systems through a wide area. Since it cannot be determined in advance which systems may remain operational, expedient alternatives may have to be developed at the time of crisis.

III. **Concept of Operations**

**A. General**

Communications and Alerting manages and coordinates communications and alerting activities during existing or potential emergency conditions, using established communication organizations, processes, and procedures. Primary responsibility for the assessment and determination of communication requirements will rest with the Fire Department Chief and Information Systems Director along with the appropriate support agencies.

**B. Organization**

The Incident Command System (ICS) structure is how the City of Manchester is to operate. Upon full activation, the communications team, as illustrated in Figure 2-1, will be alerted and assume responsibility for implementation of this ESF.
C. Notification and Activation

Immediate notification to the general public of an imminent or actual emergency is an essential function of government and this capability must be maintained. Public notification will consist of an alert to the emergency, information on the situation and instructions on how to protect lives and property. Citizens of Manchester will be receptive to information and instructions issued by responsible officials. Upon notification of an emergency alert, the Fire Chief and Information Systems Director will establish communication links with the following:

- Local Emergency Operations Center (EOC)
- Emergency Response Personnel
- State EOC
- Police & Fire Mutual Aid Systems
- Surrounding Community EOCs
- Emergency Alert System
- Local Radio Stations

Immediate notification to the general public of an imminent or actual emergency is an essential function of government and this capability must be maintained. Methods of alerting the public will consist of any of the following:

- Outdoor Warning Devices (sirens, air whistles, etc.)
- Church Bells
- Loudspeaker - Equipped Vehicles
- Door-to-Door Canvassing
- NOAA Weather Radios
- Emergency Alert System
- Cable TV Systems
- Word-of-Mouth by friends, relatives and/or neighbors

The Mayor will determine the timing and extent of public notification and, with advice from other officials, recommend the proper protective actions.
The Mayor and/or the Emergency Management Director need to be notified as soon as possible upon receipt of information on any emergency situation that might affect the community. The Mayor will then decide on whether to alert the other emergency response organizations or not, based on the information received.

Emergency alerts may be received from private citizens, local or state police, another community, county sheriff, fire mutual aid dispatch center, National Weather Service and/or State Emergency Management Agency. Local warnings are usually telephoned to the fire or police department. Those emergency warnings that are regional, state, or national in nature are received by the fire department directly from State Emergency Management by telephone or radio, from the National Weather Service and/or State Emergency Management Office through the National Alert Warning System (NAWAS).

**D. Emergency Response Actions**

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

- Fire Department Dispatch shall contact the EMD who may approve the activation and notification. Upon verbal approval, Police and Fire Chiefs shall make the initial notifications using the phones and their paging software.

- Ranking Police Officer on Duty, upon deciding that EOC activation is warranted, notifies local dispatch to contact EMD or designee.

- Upon activation, the Emergency Management Director or designee will take charge of EOC operations. The executive and operational staff positions shall be filled and shall report their state of readiness and recommendations to executive staff.

- Members of the executive staff will determine which, if any, other officials and staff should be notified or requested.

- The Mayor and Chairman of the Board of Aldermen are to be notified of all EOC activations. Those involved shall consider seeking the Mayor’s authorization to declare a state of emergency, if necessary.

- Warning of an impending major emergency is received by the Dispatcher at the Fire Station from the State Warning point as part of the National Warning System (NAWAS) fan-out network.

- The person receiving the warning message will notify the Mayor and/or Emergency Management Director.

- The Mayor will determine which, if any, other local officials will be notified.
- If available, vehicles equipped with loudspeakers, or other amplifying devices, will be dispatched to more remote areas of the City.

- The public will be instructed to tune to a local area radio station for more information and instruction.

- All communications systems will be under the general control of the Fire Department in any declared emergency.

- Upon notification of an emergency alert, the Fire Department will establish communications links with the following:
  - The Emergency Operations Center (EOC)
  - Emergency Response Forces
  - State EOC
  - Police and Fire Mutual Aid Systems
  - Surrounding Communities’ EOC’s
  - Emergency Alert System Local Radio Stations

- The Telephone Company will provide line-load control to those emergency phone numbers deemed as priority by the Emergency Management Office.

E. On-Going Actions

1. The Emergency Management Director, in consultation with the Police and Fire Chiefs and Information Systems Director, will determine the requirements to sustain the continuing efforts. Factors to be considered in establishing these requirements can included but are not limited to, the following:
   a. Determining additional communication needs.
   b. Determining the adequacy of local communication networks.

2. As on-going operations progress to the recovery phase, and ESF response efforts are terminated, the EMD may allow selected emergency response organizations or personnel to return to a non-emergency mode of operation.

F. Deactivation

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

A. Primary Agency

The Fire Chief will:

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

- Receive warnings from the National Weather Service and/or State Emergency Management via the NAWAS.

**B. Support Agencies**

**All Primary and Support Departments will:**

- Maintain and test its communication equipment.
- Establish written procedures for communications.
- Participate in emergency communications training as required and provided by the Emergency Management Director.
- Further train its department personnel.
- Develop and maintain the personnel notification procedures lists for their department.
- Establish routine procedures.
- Endeavor to expand its network in coordination with other networks.
- Coordinate with the primary agency to provide an integrated emergency communications system.

**The Police Chief will:**

- Upon notification of an emergency alert, the Police Department Dispatch shall make required notification per Police Department SOPs.
- Coordinate communications with the Fire department.
- Provide communication support.

**The Emergency Management Director will:**

- Coordinate communications between the Police and Fire Departments.
- Authorize activation of the local area EAS and other warning systems.
☐ Research and obtain additional communication resources.

☐ Assist other departments to prepare personnel notification procedures.

**The Mayor will:**

☐ Act as primary contact person to disseminate emergency information and instructions to the public.

☐ Authorize activation of the local area EAS and other warning systems.

☐ Provide executive leadership in expanding the public warning system.

☐ Determine the extent of notifying emergency response departments.

☐ Provide information and instruction to the public.

**The Public Works Director will:**

☐ Support radio communications between the Police, Fire and Highway Departments.

**The School Superintendent will:**

☐ Receive and disseminate emergency information and instructions to all school principals.

**The Information Systems Director will:**

☐ Assist in Communications and Alerting as required.

**The Manchester Public Access Television will:**

☐ Assist in Communications and Alerting as required.

**V. References**

**A. Plans**

None

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

Lake Massabesic Dam Emergency Action Plan (EAP)
Low Service Reservoir EAP
C. Interagency Agreements/Compacts/Mutual Aid Agreements

None

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

See Appendix E at the end of this EOP
3 - PUBLIC WORKS AND ENGINEERING

Primary Agency: Public Works Director

Support Agencies: Building Commissioner
Police Department Chief
Fire Department Chief
City Solicitor’s Office
Manchester Water Works

I. Introduction

A. Purpose

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

B. Scope

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

1. Technical advice and evaluations, engineering services, construction management and inspection, emergency contracting and emergency repair of stormwater, wastewater and solid waste facilities.

2. Emergency clearing of debris to allow emergency personnel and equipment the ability to perform lifesaving and life protecting activities.

3. Temporary construction of emergency access routes necessary for passage of emergency response personnel. Emergency access routes include damaged streets, roads, bridges, airfields, and any other facilities necessary for passage of rescue personnel.

4. Coordination of the emergency restoration of critical utility services, including electric, telephone, and gas with the major utility companies for the area.

5. Emergency stabilization or demolition of damaged structures or facilities determined by the Building Commissioner to be an immediate threat or hazard to public safety or as necessary to facilitate the accomplishment of lifesaving operations.
6. Maintain list of qualified contractors.

7. Technical assistance including structural inspection of private residences, commercial buildings, and structures, as resources permit.

II. Situation and Planning Assumptions

A. Situation

A significant disaster may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Previously inspected structures may require re-evaluation due to secondary events.

Debris may make streets and highways impassible. Public utilities may be damaged and/or partially or totally inoperable.

A large event may affect the lives of many state and local jurisdictions’ response personnel, and prevent them from performing their prescribed emergency duties. Similarly, equipment in the immediate event area may be damaged or inaccessible.

Sufficient resources may not be available to state and local jurisdiction to meet emergency requirements. Federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient and effective response and recovery from the event.

B. Planning Assumptions

1. Support agencies will perform tasks under their own authorities as applicable, in addition to tasking received under the authority of the City of Manchester EOP.

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

3. Rapid assessment of the event area will be made to determine critical response time and potential workload.

4. Emergency environmental waivers and legal authority will be granted to dispose of materials from debris removal and demolition activities. City authorities will obtain the required waivers and clearances.

5. Significant numbers of personnel with engineering and construction skills and construction equipment will be available from outside the impacted area.
III. **Concept of Operations**

**A. General**

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

**B. Organization**

1. The functional organization structure of this ESF is shown in Figure 3-1.

![Figure 3-1](image)

2. The organization of Public Works and Engineering will be composed of a Coordinator and assistants, as needed. The level of staffing will be dependent upon the severity of the disaster.

   a. Public Works and Engineering Coordinator: The primary function of this position is to coordinate and manage the responsibilities and functions of Public Works and Engineering, assist in planning activities related to response and recovery actions, and provide staffing requirements.

   b. Construction Unit Leader: Provides technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, emergency repair, and temporary construction required to assist impacted public structures and facilities.

   c. Safety/Damage Assessment Unit Leader: Provides on-site inspections of impacted public facilities required to conduct Safety Damage Assessment inspections and issue determinations relating to occupancy and structural integrity.
d. Demolition Unit Leader: Provides emergency stabilization and demolition of damaged structures and facilities.

e. Debris Management Unit Leader: Provides technical expertise and overall coordination of debris management activities.

3. Interagency Coordination

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

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

C. Notification and Activation

Upon determination of an impending or actual incident requiring Public Works and Engineering capabilities, the EMD will request agency representatives to implement the ESF activities from the EOC.

D. Emergency Response Actions

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

1. Compiling and evaluating damage assessments from city departments, staff and agencies.

2. Coordinating task priorities between local officials, State, and mutual aid if needed.

3. Establishing communications with field units/facilities and the EOC.

4. Coordinating additional engineering and construction resources as needed.

E. Recovery Actions

Upon determination that emergency conditions have stabilized or are improving, the EMD shall direct recovery actions to commence.
Following the initiation of recovery operations, the Public Works Director shall determine, in consultation with other appropriate ESF representatives, the requirements to sustain the recovery efforts.

As the recovery phase progresses and individual functional ESF response efforts are terminated, the Mayor, through the Emergency Management Director, may allow selected emergency response organizations and/or personnel to return to a non-emergency mode of operations.

**F. Deactivation**

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

**IV. Roles and Responsibilities**

**A. Primary Agency**

The Public Works Director will:

- Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Identify specific areas that could sustain recovery efforts.
- Assist in mobilization needs for resources, manpower and equipment.
- Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- Provide temporary construction of emergency access routes necessary for passage of emergency response personnel.
- Construct fire breaks as requested.
- Coordinate the restoration of critical utility services, including electric, telephone, and gas.
- Provide evaluations, engineering services, construction management and inspection, emergency contracting, and emergency repair of the Manchester wastewater treatment and solid waste facilities.
- Assist in assessing the safety and operational condition of all dams and similar facilities as needed.
Maintain a list of qualified private contractors and design consultants to assist in the restoration of critical facilities.

Coordinate resources and support Federal agencies in response to terrorist incidents/attacks. Assist in damage assessment with State and Federal officials. Determine the coordination capabilities between local, State, and Federal officials to initiate recovery efforts.

Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5, Information and Planning.

Develop standard operation procedures/guides (SOPs/SOGs) for safety and damage assessment teams.

Collect and provide the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):

a. Status of debris removal activities
b. Status of Critical Facilities
c. Emergency Access Routes
d. Unmet Needs
e. Status of public utility services restoration
f. Major ESF-3 issues/activities

B. Support Agencies

The Building Commissioner will:

- Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.
- Facilitate the stabilization or demolition of damaged structures or facilities determined to be an immediate threat or hazard to public safety through permitting and inspections with design and construction professionals.
- Maintain a list of qualified private contractors and design consultants to assist in the restoration of critical facilities.

The Police Department Chief will:

- Provide personnel and equipment to manage and operate staging areas, as needed.
- Coordinate traffic control activities.
The Fire Department Chief will:

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

The Manchester Water Works will:

- Test all Manchester Water Works water systems and sources as needed.
- Assess the safety and operational condition of all dams and similar facilities as needed.
- Collect and provide water systems status information and coordinate with Information and planning to ensure inclusion into the Situation Report (SITREP).

The City Solicitor will:

- Assist with damage assessment efforts as requested.

V. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

New Hampshire Public Works Mutual Aid Program
VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

See Appendix E at the end of this EOP
4 - FIRE FIGHTING

Primary Agencies: Fire Chief

Support Agencies: Public Works Director
Emergency Management Director
Police Chief
EMS
Manchester Water Works Director

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation

The Fire Department functions include fire safety/prevention, fire surveillance, rescue of citizens from fire, reporting procedures and fire fighting for all types of fires.

The Manchester Fire Department consists of 247 members headed by a full-time fire chief and is well-equipped to perform its assigned functions as any community of a comparable size. It is a member of the Border Area Mutual Aid Association. Several of the City’s fire stations have emergency back-up power.

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

The Fire Department is the mitigating agency for hazardous materials incidents and has written procedures for these incidents. The department conducts on-
going training programs in hazardous materials. The senior fire official present assumes on-scene command, according to established procedures.

In the event of disaster caused by a large scale explosive device, Fire fighting activity in these areas will, of necessity, be confined to the outer perimeter of the ground zero area to contain damage within the area and prevent the spread of fire to otherwise undamaged areas.

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

III. **Concept of Operations**

A. **General**

The Manchester Fire Department is the primary agency responsible for local operations to mitigate the effects of urban and wild land incidents in the City.

DRED – Forests and Lands is the primary agency responsible for supporting State and local operations to mitigate the effects of wild land fires in the State.

B. **Organization**

1. The functional organization structure of this ESF is shown in Figure 4-1.

![Figure 4-1](image)

Delegation of authority within the department is through the normal chain of command; which includes the Fire Chief, Assistant Chief, Deputy Chiefs, District Chiefs, Captains and Lieutenants.

2. Firefighting will manage and coordinate the activities of fire activities surrounding existing or potential disaster conditions. This will be accomplished by monitoring resources in support of local and mutual aid agencies. Firefighting will utilize established fire processes and procedures. Primary responsibility for situation assessment and
determination of resource needs rests with local incident commanders in coordination with the EOC and appropriate agencies.

3. The primary agency Coordinator or their designee will staff Firefighting.

4. Interagency Coordination

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

a. Other Emergency Support Functions (ESFs)
b. Other City departments or agencies
c. State Agencies
d. Non-State Agencies
e. Federal Agencies

5. Specialized Teams/Units

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

b. Local teams: Regional HazMat teams

c. State teams, departments or agencies: Department of Resources and Economic Development – Forests and Lands, Department of Safety – Fire Marshall’s Office, Civil Air Patrol, Department of Environmental Services – Division of Air Resources, Department of Environmental Services – Division of Water, Department of Safety – Fire Standards and Training – EMS, Department of Transportation – Aeronautics, Fish and Game Department, National Weather Service.

d. Federal teams: Urban Search and Rescue (USAR), Disaster Medical Assistance Team (DMAT), Disaster Mortuary Team (DMORT), Critical Incident Stress Debriefing (CISD)

6. Operational Facilities/Sites

Operational facilities/sites are located in various locations throughout the City and include: fire stations, the dispatch center, local EOC, and incident field offices.
C. Notification and Activation

Upon notification of the Fire Department of an emergency requiring implementation of this ESF the EMD will be requested to activate and coordinate Fire Fighting activities from the EOC.

Firefighting may also be activated at the request of the appropriate primary agency, or when called by another agency or by the local EOC, through the Bureau of Emergency Management (BEM) when an incident exists that may require the support of Firefighting and/or other ESFs.

D. Emergency Response Actions

Upon notification of an impending emergency the ranking officer in charge will perform the following functions:

- Begin warning procedures per guidelines, upon approval of the Mayor
- Begin call-up of additional department personnel
- Recruit additional personnel if needed
- Check all equipment
- Begin emergency communications procedures
- Notify the Mayor and the Emergency Management Director of the state of readiness of the department and request outside assistance if necessary
- Report to the EOC when directed by the Mayor and delegate the on-scene command of the department to the Deputy Chief
- Disburse personnel and equipment to predetermined strategic locations
- Extinguish and/or contain all fires
- Report any power outages to PSNH
- Provide personnel to other emergency services to augment their capabilities, if available
- Request civilian volunteers, if necessary
- The Fire Department will implement existing operating procedures, mutual aid agreements, and notification as outlined within existing protocols
Determine initial and ongoing activities and damage assessments through established intelligence gathering procedures.

Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters, as necessary.

Maintain close contacts with local, State, and Federal agencies and the EOC.

Maintain complete logs of activities taken, resource orders, records, and reports.

Task support agencies as necessary to fulfill Firefighting assigned roles and responsibilities.

**E. Recovery Actions**

Initiation of recovery operations will occur when feasibly possible and will follow normal field operation protocols. In the post-disaster recovery period, the Fire Department will perform the following functions:

- Coordinate decontamination functions, if necessary
- Assist in providing security for disaster-affected areas, if requested
- Coordinate clean-up operations
- Coordinate outside fire-suppression assistance
- Perform such other functions as requested by the Mayor to alleviate suffering and return the citizens of Manchester to as near normal conditions as possible

**F. Deactivation**

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

**IV. Roles and Responsibilities**

**A. Primary Agency**

The Fire Chief will:

- Extinguish and contain all fires.
- Provide assistance for State and local fire fighting operations involving urban conflagration or wild land incidents, as required.
Receive the notification of an actual or impending emergency and forward it to the Mayor and the Emergency Management Director per discretion of the Fire Chief.

- Disseminate emergency warnings to the general public.
- Perform such other functions for the protection of life and property as deemed necessary by the Fire Chief in accordance with NH RSAs.
- Train fire personnel for multi-hazard response and discipline.
- Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols.
- Maintain an up-to-date inventory of personnel and equipment.
- Assist the Police Department in establishing and manning traffic control points for the evacuation and relocation of the endangered population.
- Assist owners/operators of commercial and industrial facilities in planning for special procedures as may be required for facility protection.
- Coordinate with Resource Support in the identification and acquisition of additional fire fighting equipment and supplies to support local response operations.
- Coordinate with ESF 8 – Health and Medical to provide for the health and safety of City emergency response personnel.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):
  a. Damage Assessment Information
  b. Status of fire fighting activities
  c. Status of Critical Facilities
  d. Staffing and resource capabilities and shortfalls
  e. Unmet needs (i.e., staff rehabilitation, CISD/M, sanitation, etc.)
  f. Major firefighting issues/activities
  g. Allocation of fire fighting resources
  h. Status of operational facilities (i.e., staging areas, fixed/mobile command posts, etc.)

- Coordinate with Communications and Alerting to provide communications support, as needed.
Coordinate with ESF 1 – Transportation to obtain assistance when required.

Coordinate with Volunteers and Donations and American Red Cross to obtain assistance with rehabilitation of fire fighters (food).

Coordinate with Mass Care and Shelter for the relocation of displaced victims from natural and man-made disasters.

Coordinate with Law Enforcement and Security to obtain assistance in protection of evidence, protection of the incident scene, and traffic control.

Work with the Emergency Management Director to coordinate requests and activate Emergency Management Assistance Compact agreements (EMAC).

A. Support Agencies

All Support Agencies will:

- Provide operational support and agency resources, where appropriate, in support of the management and operation of ESF-4.
- Provide periodic updates regarding agency activities and/or operations.
- Implement interagency agreements and/or memoranda of agreement/understanding, as needed, to support ESF-4, Firefighting, and operations.

The Public Works Director will:

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

The Police Chief will:

- Coordinate traffic control.
- Coordinate emergency transportation routes.

The Emergency Management Director will:

- Establish the Emergency Operations Center, as needed.
☐ Coordinate requests and activate Emergency Management Assistance Compact agreements (EMAC).

**Emergency Medical Services will:**

☐ Coordinate with the Fire Chief and ESF 8 – Health and Medical to provide for the health and safety of City emergency response personnel.

☐ Provide on scene emergency medical services as required.

**The Manchester Water Works Director will:**

☐ Provide operation support and agency resources, as requested.

☐ Evaluate the impact of the high volume fire demand on the public water system’s sources, storage facilities, and operational readiness.

☐ Evaluate the impact of large volumes of runoff water from fire on the downstream environment.

☐ Provide laboratory resources to monitor the impact of the high water demand on the utility’s compliance with the Safe Drinking Water Act.

**V. References**

**A. Plans**

None

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

The Fire Departments Standard Operating Procedures (SOPs) for fire suppression. Police SOPs for Response to Hazardous Materials

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

Southern New Hampshire Mutual Aid

**VI. Attachments**

**A. Forms**

See Appendix F at the end of this EOP

**B. List of Potential Local Resources**

See Appendix E at the end of this EOP
5 - INFORMATION AND PLANNING

**Primary Agency:** Emergency Management Director

**Support Agencies:**
- All City Departments
- NH Bureau of Emergency Management
- Greater Manchester Chapter of the American Red Cross

I. Introduction

A. Purpose

The purpose of this ESF is to compile, analyze, and coordinate the collection of data relevant to injury, death and damage assessment in disaster areas.

B. Scope

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

1. **Information Processing** in order to process essential elements of information from local, State, Federal, and other sources and to disseminate in order to provide for adequate response activities.

2. **Reports** to consolidate information, document response activities and to provide essential information to local, State, Federal and other sources.

3. **Displays** to maintain information and status in order to facilitate briefings and current activities.

4. **Planning Support** for consolidating data to support the preparation of the Action Plan.

5. **Technical Services** to coordinate remote sensing and reconnaissance requirements; establish and maintain a geographic information system (GIS) within the EOC; provide hazard-specific technical advice to support operational planning; and use additional subject matter experts or technical specialists, as needed.
II. Concept of Operations

A. General

Typically, the activities of Information and Planning will commence once the Local EOC is activated due to an emergency situation. The following provides an overall description of the concept of operations.

In response to an incident, the following may occur:

1. Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide:
   a. Gross assessment of disaster impacts including the identification of the boundaries of the damage areas, type and severity of the damages, including status of vital facilities.
   b. Provide general assessment of the status of government operations.
   c. Select or validate, as necessary, the operational status of critical facilities such as airfields, staging areas, mobilization centers, etc.
   d. The priority during this assessment phase is to City-owned facilities. The occupants of those facilities are charged with gathering damage estimates and transmitting the data to Information and Planning.

2. The assessment of the incident, if warranted, will be communicated to Information and Planning where it will be directed to the appropriate operational element needing the information.

3. Based upon the emergency situation, the activities of Information and Planning can commence pre-event or with activation of any or all portions of the Manchester EOP.

4. The various support agencies to Information and Planning will gather, disseminate, and transmit data to the primary agency. Information and Planning will collect, summarize, analyze, display, and disseminate critical elements to the operational support of the City of Manchester EOC. Such elements include but are not limited to:
   a. Boundaries of the disaster area
   b. Social/economic/political impacts
   c. Jurisdictional boundaries
   d. Status of transportation system
   e. Status of communications system
f. Access points to the disaster areas.
g. Status of operating facilities.
h. Hazard-specific information.
i. Weather data affecting operations.
j. Seismic or other geophysical information.
k. Status of critical facilities.
l. Status of aerial reconnaissance activities.
m. Status of key personnel.
n. Status of emergency declarations.
o. Major issues/activities of ESFs.
q. Overall priorities for response.
r. Status of upcoming activities.
s. Donations.
t. Historical information.
u. Status of infrastructure systems (i.e., transportation, energy, utilities, etc.).

5. As the response activities progress, most of the information will be collected by the operational elements of the EOC. Critical information will be reported as it develops, and information for situation reports will be provided, as required.

6. Information will be received, processed, and disseminated by ESF-5. ESF-5 will focus on relationships among information categories, particularly information which applies to multiple operational elements.

7. Information and Planning will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.

8. SITREP forms and established timelines for submittal should be maintained by all support.

9. The staffing pattern and level of staffing will be dependent upon the severity of the emergency.

10. Specialized Teams/Units

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

   b. In a catastrophic event following the initial damage assessment, the Rapid Needs Assessment Teams (RNATs) would survey impacted areas to identify unmet needs. RNAT would consist primarily of representatives from the social service agencies.
B. Organization

1. The staff position under this ESF will be the Information and Planning Section Chief. The primary function of this position is to coordinate and manage the responsibilities and functions of ESF-5, assist in planning activities related to response and recovery actions and provide the staff requirements. The Emergency Management Director acts in this capacity for Manchester.

The functional organization structure of this ESF is shown in Figure 5-1.

![Figure 5-1](image-url)

C. Notification and Activation

In response to an event that would cause the activation of the City of Manchester EOC, the EMD would initiate notification. During off-duty hours, the Manchester Police Department would normally initiate notification procedures.

D. Emergency Response Actions

The emergency response actions for Information and Planning are as follows:
1. The initial actions are the activation of the ESF with the determination of staff requirements at the City of Manchester EOC in order to collect, process and disseminate incoming information.

2. Collect, process, and disseminate information on the disaster or emergency situation for use by the City of Manchester EOC.

3. Prepare briefings and reports based on input from other ESF operational elements, local and State agencies, and the Federal government.

4. Maintain status boards, maps, and charts critical to the operation of the City of Manchester EOC.

5. Provide for secure technical advice, as needed.

6. Prepare planning reports and develop special reports describing specific actions, priorities or contingency planning requirements, as requested.

7. Log and track local, State and Federal response actions and requests to support operational elements.

8. Provide to the State the necessary information, briefings, and reports to enhance and coordinate State and Federal response and recovery efforts.

E. Recovery Actions

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

F. Deactivation

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

III. Roles and Responsibilities

Refer to the Responsibilities section in the Basic Plan starting on Page 17.

A. Primary Agency

The Emergency Management Director will:

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

B. Support Agencies

General (Staffing to be determined by the EMD as necessary)

Provide operational support and resources, where appropriate, in support of the management of Information and Planning.

Provide periodic updates regarding agency and/or operations.

Document all agency activities, personnel and equipment utilization, and other expenditures, as required.

Provide technical support for all aspects of the response and recovery efforts, as needed.

Gather damage assessment data and transmit information to Information and Planning.

IV. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

None

V. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources:

See Appendix E at the end of this EOP
6 - MASS CARE AND SHELTER

Primary Agencies: Greater Manchester Chapter of the American Red Cross

Support Agencies: Emergency Management Director
Police Department Chief
School Superintendent
Welfare Department Commissioner
Public Health Director
Salvation Army
Manchester Housing and Redevelopment Authority
Manchester Board of Realtors

I. Introduction

A. Purpose

To coordinate the provision of mass care, shelter, feeding and emergency first aid for shelters following a disaster or other event requiring activation of this plan.

B. Scope

1. In the event of a prolonged disaster, exceeding 24-48 hours, the City of Manchester would require the assistance of the Greater Manchester Chapter of the American Red Cross (ARC). The ARC independently provides mass care to all disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United State Congress Act of January 5, 1905, and the Disaster Relief Act of 1974. The ARC also assumes secondary agency responsibility, with FEMA as the primary agency, under the Federal Response plan, to coordinate federal response assistance to the mass care response of state and local governments, and the efforts of other voluntary agencies, including ARC relief operations.

2. In concert with the Congressional Charter and in recognition of its National Response Plan role, and through the provisions of the current Statement of Understanding between Greater Manchester ARC and the City of Manchester, the City has requested the Greater Manchester Chapter of the American Red Cross fulfill the responsibility of primary agency, managing the sheltering, feeding, and emergency first aid activities of Mass Care and Shelter. City agencies have been designated to support the Mass Care and Shelter mission. Resources from the voluntary organizations and the private sector will also be applied to the response effort.

3. Initial response activities will focus on meeting urgent needs of disaster victims on a mass care basis. Initial recovery efforts may commence as
response activities are taking place. As recovery operations are introduced, close coordination will be required between government agencies responsible for recovery operations and voluntary agencies providing recovery assistance, including ARC.

4. **Mass Care and Shelter - Mass Care encompasses:**

   **Shelter:** The provision of emergency shelter for disaster victims includes the use of pre-identified shelter sites in existing structures and use of similar facilities outside the disaster-affected area, should evacuation be necessary.

   **Feeding:** The feeding of disaster victims and emergency workers will be through a combination of fixed sites and mobile feeding units. Such operations will be based on sound nutritional standards and food safety will include provisions for meeting dietary requirements of disaster victims with special dietary needs.

   **Emergency First Aid:** Supplemental emergency first aid services will be provided to disaster victims and injured workers at mass care facilities and at designated sites within the disaster area.

   **Disaster Welfare Information:** DWI regarding individuals residing within the affected area will be collected and provided to immediate family members outside the affected area through a FWI System. FWI will also be provided to aid in reunification of family members within the affected area who were separated at the time of the disaster.

5. The American Red Cross is a national voluntary organization. Its National Board of Governors governs ARC policies and procedures. The Greater Manchester Chapter is the liaison to the City of Manchester’s emergency operations.

**II. Situation and Planning Assumptions**

**A. General**

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

There are many schools in the City of Manchester which, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number...
from an affected community nearby. The official American Red Cross shelter roster is held in the Greater Manchester Chapter of the American Red Cross disaster plan.

The local Emergency Alert System will be the primary means of advising people to seek shelter.

**B. Policies**

**General**
The ARC has been designated the primary agency responsible for mass care. Local agencies have been designated to support the mass care foundation. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.

The Mayor will advise the public through the Emergency Alert System on the shelter locations(s), the procedures to follow when evacuating and recommendations that evacuees bring as much non-perishable foods with them as possible as administered under ESF-14 Public Information.

All services will be provided without regard to economic status or racial, religious, political, ethnic or other affiliation.

The State Emergency Operations Plan (State EOP) will not supersede ARC response and relief activities. ARC relief operations will conform to the ARC Board of Governors' Disaster Services Policy Statements and will be performed in accordance with the Disaster Services Programs: ARC 3000 Series. ARC will maintain administrative and financial control over its activities.

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

**Disaster Welfare Information (DWI) System**
The DWI system will be coordinated by the ARC and follow the procedures outlined in the ARC 3035. DWI information, consisting of those persons identified on shelter lists, Emergency Medical Services (EMS) system casualty lists, and any further information made available by the State Emergency Operations Center (EOC) and hospitals will be collected and made available to immediate family members within or outside the affected area.

An initial moratorium may be issued to allow activation of the system and determination of the affected area.

Information about those injured and remaining within the affected area will be limited to that provided by EMS tracking capability. The listing of disaster-related deaths will be limited to officially confirmed fatalities. The DWI System will not use the
category of “missing”.

Communications support agencies identified in ESF-2 Communications and Alerting will be tasked with transmitting information to the DWI Center. In no instance will fatality lists be transmitted via amateur radio or the ARC 47.42 MHz system.

The DWI operation will be discontinued as soon as is practical.

III. Concept of Operations

A. General

1. Direction for the activation of Mass Care and Shelter will originate from the EOC upon plan implementation.

2. Dependent on the size of the event, ARC may activate Mass Care and Shelter in support of a local event and provide coordination for the EOC.

3. ARC will establish an ARC Disaster Headquarters if deemed appropriate by the Service Delivery Unit or disaster job director. The Greater Manchester Chapter will serve as liaison and will establish a reporting link with ARC Disaster Services at National Headquarters.

4. ARC National Headquarters will evaluate the situation and be available to support ARC mass care operations and other disaster response functions.

5. Necessary support agencies will be notified and expected to provide 24-hour representation as appropriate. Support agency representatives will have sufficient knowledge of the capabilities and resources of their agencies, and with appropriate authorities to commit resources to the response effort.

B. Organization

The functional organization structure of this ESF is shown in Figure 6-1.
Interagency Coordination
Upon notification of an emergency requiring the activation of the EOC or other significant City response, the primary agency for Mass Care and Shelter will brief and consult with designated essential personnel, support agency representatives, and the EMD or their designee to implement SOPs/SOGs in support of local care and sheltering operations. That response may involve:

- Other Emergency Support Functions (ESFs)
- State Agencies
- Non-State Agencies
- Federal Agencies

C. Notification and Activation

The EMD is responsible for notifying local and state agencies and the ARC that a major disaster has occurred or is imminent and may result in activation of the response procedure as described in the plan.

Upon notification of full activation of the plan, the EMD will inform Mass Care and Shelter support agencies and the Greater Manchester Chapter of the ARC of plan implementation and share information about what has occurred and initial response actions.

Mass Care and Shelter support agencies will notify their liaison personnel to report to their appropriate locations as designated in the EOP.
D. Response Actions

1. The ARC Disaster Operation will mobilize the resources necessary to support the:
   a. Operation of all required sheltering and feeding services.
   b. Operation of all required Disaster Welfare Inquiry Services.

2. Greater Manchester Chapter of the American Red Cross will maintain contact with BEM to coordinate assistance required. The ARC, in coordination with Information and Planning, will evaluate the needs for mass care.

3. ESF support agency representatives will provide coordination with their agencies on an ongoing basis to meet Mass Care needs using existing agency authorities and any predetermined or existing arrangements for providing such support.

4. Evaluation of support requirements coming to the State, ARC, other voluntary agencies, will be based upon analysis of information on the:
   a. Number of people requiring shelter, food, and emergency first aid, and the number of DWI requests received. (This information will be compiled and reported daily through the appropriate channels).
   b. Number of people being sheltered and number of meals served each day, and the number of DWI requests being processed. (The number of people requiring mass care may not be the same as the number receiving mass care, especially if there are shortfalls in service delivery).
   c. Availability of facilities to meet requirements.
   d. Availability of food resources to meet needs.
   e. Status of restoration of public utilities and the estimated restoration of residential services.
   f. Logistical shortfalls that require additional support, including communications, transport, supplies, and personnel; and other resources as needed.

5. Based on the continuous monitoring and evaluation of the above information, each primary agency may task support agencies. Some needs may be referred to other agencies.
E. Deactivation

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

IV. Roles and Responsibilities

A. Primary Agency

The Greater Manchester Chapter of the American Red Cross will:

- Manage and coordinate sheltering, feeding, disaster health services within the shelter environment.
- Establish and operation mass care shelters and feeding facilities for victims requiring these services within its and the ESF support agencies capabilities.
- Coordinate the recruitments, assignment and training of personnel for mass care operations.
- Manage mass care logistical and related fiscal activities.
- Coordinate the provision of relief efforts with volunteer organizations actively engaged in providing assistance to disaster victims.
- Coordinate registration of shelter residents.
- Coordinate with the Police Chief for the provision of security at shelters, as needed.
- Coordinate with ESF-16 Animal Health regarding pet issues.
- Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Chief and ESF-5 Information and Planning.
- Coordinate the provision of crisis counseling and mental health services for shelterees and staff in shelters and other mass care facilities upon request.
- Collect and maintain the following ESF status information and coordinate with ESF-5 Information and Planning to ensure inclusion into the Situation Report (SITREP):
- Status of shelters,
- Number of shelterees,
- Number and type of assistance provided to disaster victims (e.g. vouchers, temporary housing)
- Status of Operational Facilities (e.g. headquarters, communications),
- Staffing and resource shortfalls,
- Unmet needs (e.g. baby supplies, personal hygiene items, sanitation),
- Status of disaster mental health activities,
- Status of people with special needs in shelters,
- Major mass care and shelter activities and issues, and
- Number of people and meals served.

☐ Develop and maintain a shelter plan.

☐ Identify and secure permission of those buildings to be designated as shelters.

☐ Coordinate training for shelter managers and monitor and distribute shelter management and monitoring guidance material.

☐ Provide and coordinate mass care/feeding in the field.

B. Supporting Agencies

The Emergency Management Director will:

☐ Advise the Public Health Director on the occupying of and emerging from shelters based on monitored radioactivity data from local, state and federal sources.

The Welfare Department Commissioner will:

☐ Assist the ARC to identify resource needs of clients on a long-term basis.

The Police Chief will:

☐ Provide security at the shelters.

☐ Coordinate with State and County corrections departments for the sheltering of correctional detainees.

☐ Coordinate with the Greater Manchester Chapter of the American Red Cross and ESF-16 Animal Health regarding pet issues.
The School Superintendent will:

- Prepare the schools for sheltering.
- Make available on-hand food supplies.
- Provide personnel, as available, for registering evacuees.
- Coordinate with ESF-7, Resource Support, and the Public Works Director to ensure janitorial services are available for school based shelters.

The Public Health Director will:

- Monitor conditions in the shelters and make recommendations to assure the health and safety of shelters.
- Coordinate medical procedures for evacuees during shelter operations.
- Provide for shelter and care for special needs populations.

The Salvation Army will:

- Assist the ARC in providing mass feeding.

The Manchester Housing and Redevelopment Authority may provide the following services:

- Assist with long-term sheltering of residents as necessary.

The Manchester Board of Realtors will:

- Advise on and provide listings of available dwelling units for long-term sheltering.

V. References

A. Plans

Greater Manchester ARC Chapter Disaster Plan
Greater Manchester Public Health Influenza Pandemic Emergency Response Plan
Greater Manchester Public Health Community Response to SARS
Greater Manchester Public Health Smallpox Response Plan

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

Consistent with ARC Policies and Procedures
C. Interagency Agreements/Compacts/Mutual Aid Agreements

Statement of Agreement between the City of Manchester and the Greater Manchester Chapter of the American Red Cross
Statement of Agreement between the City of Manchester’s School Department and the Greater Manchester Chapter of the American Red Cross.

VI. Attachments

A. Forms

See Appendix F at the end of this EOP.

B. List of Potential Local Resources

Manchester Reception Center and Mass Care Shelters (following this ESF)
# Manchester Reception Center and Mass Care Shelters

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>ADDRESS</th>
<th>CONTACT NAME</th>
<th>PHONE</th>
<th>GENERATOR</th>
<th>KIT</th>
<th>CAPACITY</th>
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<tr>
<td>Beech Street School</td>
<td>333 Beech Street</td>
<td>Elinor Murphy</td>
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<td>Gossler Park School</td>
<td>99 Sullivan Street</td>
<td>James Adams</td>
<td>624-6327</td>
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<td>Green Acres School</td>
<td>100 Aurore Avenue</td>
<td>Richard Norton</td>
<td>624-6330</td>
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<td>Highland-Goff's Falls School</td>
<td>2021 Goff's Falls Road</td>
<td>James Paul</td>
<td>624-6334</td>
<td>No</td>
<td>Part</td>
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<td>Jewett Street School</td>
<td>130 South Jewett Street</td>
<td>C. Battistelli</td>
<td>624-6336</td>
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<tr>
<td>McDonough School</td>
<td>550 Lowell Street</td>
<td>Richard Norton</td>
<td>624-5373</td>
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<td>Northwest Elementary School</td>
<td>300 Youville Street</td>
<td>Richard Norton</td>
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<tr>
<td>Parker Varney School</td>
<td>223 James A. Pollock Drive</td>
<td>Phil Callanan</td>
<td>624-6338</td>
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<td>Smyth Road School</td>
<td>245 Bruce Road</td>
<td>Denise Tomasko</td>
<td>624-6340</td>
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<tr>
<td>Webster School</td>
<td>2519 Elm Street</td>
<td>Norman Dallaire</td>
<td>624-6344</td>
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<tr>
<td>Weston School</td>
<td>1066 Hanover Street</td>
<td>Lizabeth MacDonald</td>
<td>624-6347</td>
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<td>Hillside Junior High School</td>
<td>112 Reservoir Avenue</td>
<td>Stephen Donohue</td>
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<td>McLaughlin Middle School</td>
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<td>Parkside Junior High School</td>
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<td>Dawn Michaud</td>
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<td>Memorial High School- Reception Center</td>
<td>1 Crusader Way</td>
<td>Arthur Adamakos</td>
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<td>West High School</td>
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<td>Janice Thompson</td>
<td>624-6384</td>
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<td>Manchester School of Technology</td>
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<td>624-6490</td>
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<td>Southern New Hampshire University</td>
<td>2500 N River Road</td>
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<td>668-2211</td>
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<td>State Armory*</td>
<td>1059 Canal Street</td>
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* Cannot be used in a Seabrook Disaster

Total Capacity: 4,077
7 - RESOURCE SUPPORT

**Primary Agency:**
Emergency Management Director (EMD)

**Support Agencies:**
- Mayor
- Police Department Chief
- Fire Department Chief
- Public Works Director
- Building Commissioner
- School Superintendent
- City Finance Officer
- Public Health Director
- Welfare Department Commissioner
- City Solicitor
- Information Systems Department

**I. Introduction**

**A. Purpose**

The objective of this ESF is to provide logistical support preceding or following a disaster. The purpose of this ESF is to provide guidelines for the most effective use of resources during and after an emergency situation through regulation and/or conservation, pre-crisis identification of local resources and augmentation from outside sources.

**B. Scope**

Resource Support ESF-7 involves the provision of services, personnel, commodities, and facilities to State agencies and local governments during the immediate response phase of a disaster. This support includes locating, procuring, transporting, and issuing resources, such as emergency relief supplies; telecommunications; transportation services; fuel; contracting services; heavy equipment; generators; emergency office space; equipment and supplies; and personnel required to support immediate response activities.

**C. Situation and Planning Assumptions**

The City of Manchester will require such resources as are necessary to maintain essential industries and services and to support key personnel working within these facilities. Resources will also be required to provide the citizens, both affected and unaffected by the emergency, with at least minimal levels of essential survival resources such as food, water, housing, medical care, fire and police protection, etc. If possible, the stockpiling of as much essential materials as possible will begin during pre-crisis periods on instructions of the NH Bureau of Emergency Management. The nature of the emergency might be such that the community would
have to survive for an extended period of time on those resources available until outside assistance can be obtained. Therefore, rationing may become necessary. Eventually, outside assistance will become available from federal, state or regional sources.

Generally, people will cooperate with official regulations restricting the use of essential resources during an emergency. State Law, RSA 21-P, provides that private property may be commandeered or appropriated for the common good. Owners will be reimbursed as soon as practical following the end of the emergency situation.

Control of both inter- and intra-state transport of resources may be placed with Federal and State government agencies.

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

II. Concept of Operations

A. General

1. Upon activation of the Emergency Operations Center, each emergency services department will report to the EMD on the status of essential resources available, present or predicted shortfalls and needs for additional resources. The EMD will report the shortfalls and needs to the NH Bureau Emergency Management and Mayor, and request assistance, if the necessary resources are exhausted or not available locally. In order for State and/or Federal resources to be requested, the community must show that its capability to continue response is inadequate.

Resources that are in-transit in inter- or intra-state commerce will come under the control of State and/or Federal agencies. These resources may be deferred to the community on orders of the respective agencies. In order that an effective response by State or Federal resources be obtained, prompt notification to the NH Bureau of Emergency Management of the situation and the potential need for assistance is essential.

2. The primary source of equipment, supplies, and personnel shall be made from the resources of the activated ESFs and local sources outside the impacted area. Support that cannot be provided from these sources will be obtained through commercial sources. Resources outside disaster areas will be directed to fulfill unmet needs of local government. Logistical support necessary to save lives will receive first priority.

3. Primary and support agencies staffing Resource Support will have extensive knowledge regarding resources and capabilities of their respective agencies
and will have access to the appropriate authority for committing such resources during activation.

4. The capabilities of the logistical community will be committed through logistical operations centers at the State, County, and City levels. The primary determinations of logistical/resources needs are the operational elements at the State and City levels.

5. Requests for logistical/resource needs will flow upward through and be controlled by logistical control centers at the State and Federal levels. The determination of materials and other resources required to meet operational needs will be made by the logistical centers. The primary source of equipment materials, supplies, and personnel shall be made from existing City resources. Support that cannot be provided from the City resources will be secured through State and Federal sources or direct procurement.

6. Status reports will be posted within the Emergency Operations Center (EOC) for tracking purposes. Resources used for response and required for recovery will be discussed via briefing meetings.

7. The City should anticipate depletion of available resources prior to seeking assistance through the State ESF.

B. Organization

1. The functional organization structure of this ESF is shown in Figure 7-1.
2. The staff positions and descriptions of Resource and Support are:

   a. **Resource Unit Leader:** This individual will be responsible for the maintenance of Resource Support and how it will function during both the response and recovery phase of a disaster.

   b. **Emergency Management Resource Officer:** This individual is responsible for tracking and coordinating all inter-agency resource requests.

3. Procedures and checklists for each position are located in the Resource Support Activation and Deactivation standard operating guide SOG.

4. The level of staffing will be dependent upon the magnitude of the disaster. The designated resource officer assigned from BEM and the Department of Administrative Services will commence activities when the State EOC is activated.

5. **Interagency Coordination**

   Upon notification of an emergency requiring the activation of the Emergency Operations Center or other significant State response, the primary agency for Resource Support will brief and consult with designated essential personnel, support agency representatives, and the BEM Director or their designee to implement standard operating procedures/guides SOPs/SOGs to effectively manage and track resource requests, allocations, and costs, and contracting and procurement activities of the State agencies involved in emergency operations. That response may involve:

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

C. **Notification and Activation**

In response to an event that would cause for the activation of the Manchester EOC, the EMD would initiate notification. The **Manchester** Police Department would normally initiate notification during off-duty hours (to include weekends and holidays). The Duty Officer would then begin notification by established procedures.

All support agencies to Resource and Support and others will notify their parent agencies and await instructions from the EMD before reporting to the EOC.

The EMC will notify the State Bureau of Emergency Management of the potential need to provide support if required.
D. Emergency Response Actions

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

2. Response
   a. Initial Actions
   1) Place emergency service personnel on standby or direct to staging areas with some facilities staffed for immediate response.
   2) EMD will request the support agencies to activate and staff the EOC, and will notify other State agencies and FEMA Region I of the situation.
   3) Support agencies will provide logistical support as required.
   4) Primary and support agencies for ESF- Resource Support will be prepared to provide initial reports based on resources that have been requested.
   5) Communication resources will be provided in coordination with Communications and Alerting.
   6) Transportation needs will be provided in coordination with Transportation.
   7) Food and fuel will be provided with cooperation with Food & Water and Energy, respectively.
   8) Security for staging areas and facilities will be provided through Law Enforcement and Security.
   9) The ESF will provide a report listing all generators and other supplies ordered and en-route to staging area personnel before they depart the EOC for the staging area.
   10) The ESF will maintain records for all properties loaned to Resource Support in support of the City EOC by the State government.
b. **Continuing Actions**

1) This ESF will continually provide for the control and accountability of equipment, personnel, goods and services in support of the disaster.

2) Track the status/disposition of all resources requests.

3. **Recovery**

   a. Resource Support will support the emergency organization by providing logistical support for:

   1) Staff movement.

   2) Procuring equipment after disaster events.

   3) Deploying staff in the event an alternate EOC is established.

   4) Providing logistical support to the Federal Disaster Field Office (DFO).

4. **Mitigation**

   Refer to the Manchester Hazard Mitigation Plan

**E. Deactivation**

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

**III. Roles and Responsibilities**

**A. Primary Agency**

The Emergency Management Director will:

- Coordinate requests for additional personnel and equipment
- Advise the Mayor on the location of additional resources
- Coordinate the use of essential utility services
- Maintain the Resource Inventory Listing in an up-to-date condition.
- Assume overall control of resource allocation, including:
- Track the status or disposition of all resource requests
- Provide initial reports based on resources requested
- Prioritize resource requests and allocations, as needed
- Develop and maintain Emergency Resource Request Procedures.

- Continually provide for the control and accountability of equipment, personnel, goods, and services in support of emergency/disaster operations.

- Establish, approve and adjust an incident budget as directed and coordinate with Information & Planning to disseminate resources, as required.

- Responsible for coordinating within the EOC resources and support activities through Resource Support. Designated agencies will provide resources, as required and available.

- Provide FEMA Region I the necessary information to enhance and coordinate the response and recovery resources required by the local and State Government.

- Provide initial reports based on resources requested.

- Coordinate resources and support Federal agencies in response to emergencies/disasters.

- Prioritize resource requests and allocations, as needed.

- Serve as a liaison between Federal and local governments to allocate resources, as necessary.

- Assist in coordinating resources between the ESFs.

- Contributions to the Incident Action Plan are submitted for each operational period and are coordinated with the EOC Operations Officer and Information and Planning.

- Collect and maintain the following Resource Support status information and coordinate with Information & Planning to ensure inclusion into the Situation Report (SITREP).
  1) Status of resource requests
  2) Unmet Needs
  3) Major Resource Support Issues/Activities
  4) Staffing and Resource Shortfalls

- Develop and maintain Emergency Purchasing Procedures for the City.
Maintain vendor database for emergency goods and services.

Facilitate and secure the lease of buildings for staging area warehouses or to replace damaged or destroyed facilities.

Provide office furniture, equipment, and supplies from existing City inventories, or will be procured.

B. Support Agencies

The Mayor will:

- Issue such orders and/or proclamations necessary to conserve essential on-hand resources
- Acquire such private resources as are needed and authorize the expenditure of funds necessary for acquisition
- Request assistance from neighboring communities and/or the State
- Authorize the release of excess resources to neighboring communities and/or the State

The Fire Department Chief will:

- Provide personnel and equipment in the implementation of Resource Support

The Police Department Chief will:

- Provide personnel and equipment in the implementation of Resource Support

The Public Works Director will:

- Maintain liaison with local contractors and equipment dealers
- Assist Emergency Management Director in maintaining a listing of construction equipment and personnel available locally
- Provide custodial and building maintenance of school based shelters through the City’s existing contract between the Department of Public Works’ Building Maintenance Division and its contractor.

The Building Commissioner will:

- Provide information on status of building safety.
▪ Maintain liaison with local contractors and equipment dealers

▪ Maintain a “go to” list of construction companies with access to personnel and equipment the City can utilize if additional resources are needed.

The School Superintendent will:

▪ Provide, in coordination with the Public Works Director and the Manchester Transit Authority for evacuation of the school(s).

▪ Provide, at each school, personnel who will prepare and maintain lists of people in each school bus.

▪ Provide, maintain and oversee space in school buildings for use as shelters, and to provide and maintain lists of people in same.

▪ Coordinate personnel for registering evacuees.

▪ Coordinate facilities and supplies to be used in the shelters.

The City Finance Officer will:

▪ Disburse funds on orders of the Mayor and Board of Aldermen

▪ Maintain records of funds expended for possible post-disaster reimbursement

▪ Advise the Mayor and Board of Aldermen on the disbursement and status of City funds.

The Public Health Director will:

▪ Provide assistance to the EMD on the resources available for the incident.

The Welfare Department Commissioner will:

▪ Provide assistance to the EMD on the resources available for the incident.

The City Solicitor will:

▪ Advise the Mayor on legal matters pertaining to the appropriation and use of private property.

The Information Systems Director will:

▪ Maintain telecommunications for the City.
IV. References

A. Plans
None

B. Standard Operating Procedures/Guides (SOPs/SOGs)
None

C. Interagency Agreements/Compacts/Mutual Aid Agreements
None

V. Attachments

A. Forms
See Appendix F at the end of this EOP

B. List of Potential Local Resources
See Appendix E at the end of this EOP
8 - HEALTH AND MEDICAL SERVICES

Primary Agencies: Public Health Director

Support Agencies: Emergency Management Director
Police Department Chief
Mayors Office
Welfare Department Commissioner
Emergency Medical Services
Greater Manchester Chapter of the American Red Cross

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

There are three acute care facilities in the City of Manchester: the Elliot Health System – a Level II Trauma Center, Catholic Medical Center, and the VA Hospital. Staffing and bed space for each hospital can be found in the Health Department support document. The Manchester division of Rockingham Ambulance is available for immediate response and there are seven additional ambulance companies within a 10-15 minute response.

B. Planning Assumptions

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

2. Problems related to health and safety can take multiple forms and/or involve multiple locations within an incident or be singular in nature.
3. ESF-8 may be modified during an incident to meet the health and medical response requirements of each incident.

4. The needs of the response community will have to be met and sustained to ensure that the response is effective.

5. ESF-8 will mobilize its assets and resources to address potential or actual health and medical service situations and events.

6. Existing public and private health, medical, mental health, and mortuary service resources in an affected area are available for use and would be fully committed as part of the City response to health and medical service needs.

7. All essential and available local health and medical service assets in and around the City of Manchester would be fully committed to the local response efforts.

8. Existing and negotiated mutual aid agreements may be necessarily activated, in whole or in part, as part of the City effort to address the local health and medical service needs and wants.

9. The City of Manchester will both anticipate and plan for the addition of volunteer human resources such that available skill-sets are applied to proper use that maximizes efficiencies.

10. State requested assistance to local jurisdictions in need of health and/or medical services would, in all likelihood, experience a delay of up to 12- to 24-hours after the State initiates its mobilization of ESF-8.

III. Concept of Operations

A. General

The community has a responsibility to provide medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities. Hospitals, which have a mass casualty plan, will invoke it in concert with this plan.

In the post-disaster period, potential threats to human health such as contaminated water could be possible. Therefore, the public must be alerted to threats and the procedures necessary for safeguarding health.

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

Upon activation of the City’s Emergency Operations Plan and notification from the Emergency Management Director of an emergency requiring health, medical and/or human services (or on its own initiative), the Manchester Health Department will:

1. Initiate the Manchester Health Department Incident Response Team, if appropriate.

2. Staff all appropriate emergency operations centers and Manchester Health Department Command Center(s) as appropriate to meet the needs of the emergency.

3. Enlist the support of pertinent local health departments, human services agencies, health officers and, where appropriate, State agencies.

4. At the City EOC, establish liaison with other ESFs and supporting City agencies.

5. Coordinate with State and Federal authorities, as the situation warrants.

B. Functional Areas of Responsibilities

1. General

   a. Each operational branch of Health and Medical Services will be responsible for coordinating local, State, and Federal resources and services, as needed.

   b. Provide necessary training as needed.

   c. Document all agency activities, personnel, equipment, facility utilization, and other expenditures.

   d. Provide periodic updates regarding logistical support activities and/or operations.

2. Operations Section

   a. Provide operational coordination and management where appropriate, in support of the management of Health and Medical Services.

   b. Provide health, medical and/or human services support to other ESFs, as requested.
c. Assess the City’s health, medical and/or human services capabilities and resources.

d. Coordinate local, State, Federal, and International resources, as needed.

e. Provide periodic updates regarding agency activities and operations.

f. Implement interagency agreements as needed to support Health and Medical Services activities and operations.

3. Public Health and Safety Services Branch

a. Coordinate patient tracking, registration, family notification, and long-term occupational and environmental health surveillance.

b. Conduct and coordinate epidemiological investigations.

c. Provide medical and disease monitoring and surveillance.

d. Coordinate integration of local and State health department activities with Federal and International resources.

e. Coordinate public education initiatives.

f. Organize and provide environmental sanitation activities to include vector control, food and potable water safety, environmental monitoring, and biohazard waste safety.

4. Direct Human Services Branch

The Manchester Health Department, in conjunction with the Department of Health and Human Services and other City agencies, shall:

a. Coordinate shelter and reception center activities.

b. Coordinate food stamp distribution.

c. Coordinate foster care services.

d. Coordinate elder care services.

e. Coordinate vulnerable population support.

f. Coordinate Women, Infants, and Children (WIC) services.
g. Coordinate children’s services.

5. Behavioral Health Services Branch

The Manchester Health Department, in conjunction with the Department of Health and Human Services, Bureau of Emergency Management and other City agencies, shall:

a. Manage acute crisis, intermediate, and long-term behavioral health support to:
   - Patients
   - Family
   - General Community
   - Responders (inclusive)

b. Coordinate local, State, and Federal behavioral health resources, including the five New Hampshire Regional Disaster Behavioral Response Teams (DBHRT).

6. Emergency Services Branch

The Manchester Health Department, in conjunction with local and State EMS and local health care facilities, shall:

a. Coordinate public and private EMS resources including:
   - Ground units
   - Aero-medical programs
   - Unassigned EMS licensed personnel through Volunteers and Donations.

b. Coordinate health care facilities including:
   - Hospitals
   - Clinics, HMO’s and Physician offices
   - Nursing Homes
   - Field Hospitals
   - Other health facilities (e.g., substance abuse, residential and alternative care sites)

c. Coordinate fatality management response including:
   - Medical Examiner’s Office
   - Funeral Homes
   - Disaster Mortuary Operational Team (DMORT)
- Family Assistance Centers
- Hospital Morgues

d. Coordinate Federal medical response resources including:

- Disaster Medical Assistance Team (DMAT)
- National Medical Response Team (NMRT)
- Veterinary Medical Assistance Team (VMAT)

7. Laboratory Services Branch

The Manchester Health Department, in conjunction with New Hampshire Department of Health and Human Services Lab, shall:

a. Coordinate with other State laboratories and, where appropriate, private laboratories to do sample testing and result reporting for:

- Patients, Hospitals and Clinics
- Law enforcement
- The environment (except for air)
- Facilities
- Animals

8. Pharmacy Services Branch

The MHD, in conjunction with NHDHHS shall:

a. Coordinate support from local, State, and Federal pharmacies (public and private).

b. Coordinate support from State and Federal veterinary medication resources including:

- Veterinary clinics
- Disaster Veterinary Emergency Team (DVET)

c. Coordinate with BEM and pertinent ESFs all activities related to the Strategic National Stockpile (SNS) to include:

- Request
- Acquisition/Receipt
- Storage
- Distribution
- Resupply
- Vendor Managed Inventory
- Security
d. Coordinate drug safety activities and practices.

e. Coordinate support for local Mass Medication Center operations as needed, including:
   - Staffing
   - Medications
   - Medical equipment and supplies
   - Support equipment and services

9. Logistics Section

   a. Provide logistical coordination and management in support of Health and Medical Services.

   b. Coordinate the request, acquisition and assignment of local, State, Federal, and International resources, as needed.

   c. Implement interagency agreements as needed to support Health and Medical Services activities and operations.

   d. Develop and implement new purchase agreements with vendors capable of meeting resource requirements of Health and Medical Services activities and operations.

   e. Acquire and distribute needed medical equipment and supplies.

   f. Acquire and distribute needed communication and information technology.

   g. Identify, mobilize and coordinate with the Operations Section the assignment of needed personnel.

   h. Acquire and distribute needed transportation assistance.

   i. Acquire and distribute needed utility support.

   j. Provide for security, as needed.

   k. Acquire and manage facilities, as needed.

10. Administration/Finance Section

   a. Provide administrative coordination in support of the management of Health and Medical Services.
b. Document the request, acquisition, assignment, and costs associated with local, State, Federal, and International resource utilization.

c. Assist the Logistics Section and Resource Support, as necessary in executing new purchase agreements, acquiring needed resources, and paying for vendor and interagency agreements as needed to support Health and Medical Services activities and operations.

d. Ensure the documentation of all aspects of time commitments by Health and Medical Services related response agencies and institutions.

e. Coordinate cost accounting activities for all operations related to Health and Medical Services.

f. Coordinate all recovery related planning.

g. Identify State and Federal statutes related to financial recovery, and ensure compliance.

11. Information and Planning Section

a. Provide administrative coordination and management of information transmission and planning for Health and Medical Services.

b. Document initial and on-going Health and Medical Services decision-making and critical actions taken.

c. Coordinate initial and on-going information acquisition and sharing, to include:

- Preparation and presentation of shift briefings
- Preparation of Situation Reports and Action Plans
- Preparation and presentation of planning and information briefings at the request of the Incident Commander

d. Coordinate long-term planning activities, including:

- Development of extended operations plans
- Coordination of individual and multi-agency post-incident debriefing efforts (e.g., critiques, public hearings) and After-Action Report writing

C. Organization

1. The functional organization structure of this ESF is shown in Figure 8-1.
1. Health and Medical Services will be staffed primarily by Manchester Health Department personnel and augmented by support agencies and community organizations, as required. The functions of Health and Medical Services will be managed by the DHHS Incident Team from the appropriate DHHS Incident Command Center(s), implemented and/or coordinated through the Health and Medical Services Coordinator at the City’s Emergency Operations Center (EOC) to dispense personnel and field units, as required. Hence the following:

   a. Except as may be needed for field operations, the Public Health Director will operate from the EOC and the Incident Response Team will operate from the Rines Center. If required, the Health and Medical Services Coordinator will occupy a location at the State EOC.

   b. The Public Health Director and the Incident Response Team will determine the particular resources needed from DHHS and, depending on the type of emergency, shall consult the organization chart contained in Section V (attachments) of Health and Medical Services for appropriate resources; choose appropriate divisions, offices, bureaus and programs to respond; and order Health and Medical Services Coordinator to initiate pertinent emergency notification procedures.

2. The Health Department in conjunction with DHHS shall coordinate preparedness actions and activities when ESF-8 is not activated.

4. Each City employee who is assigned a responsibility or otherwise participates in ESF-8 activities is responsible for conducting their activities in a safe, effective and efficient manner while being sensitive to costs, and property accountability.

5. **Interagency Coordination**
   Upon notification of an emergency requiring the activation of the City EOC, the ESF-8 Health and Medical Services Coordinator will brief and consult with designated essential personnel, support agency representatives, and the EOC Operations Officer to implement Standard Operating Procedures (SOP)
and Standard Operating Guides (SOG) to assure the health, medical, and human services needs of response personnel, and disaster victims and their families are being met. The response may involve:

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

6. **Incident Response Team (IRT)**
   The MHD Incident Response Team is an emergency-response structure and system that adheres to the command, control and communications features inherent of the Incident Command System (ICS). In a Health and Medical Services activation, the IRT is mobilized by the MHD Director (or designee), with the IRT Leader being selected based on the type of crisis presented. The IRT Leader subsequently activates the IRT Sections – Administration & Finance, Logistics, Information & Planning, and Operations. The IRT relays alert/notification and activation/deactivation orders for MHD assets – as appropriate to respond to and recover from the emergency – to the Health and Medical Services Coordinator located at the EOC.

7. **Specialized Teams/Units (State Resources)**
   a. Critical Incident Stress Debriefing (CISD) Team
      These teams are comprised of specially trained persons who assist victims, families, the general community and first responders mentally and emotionally cope with disaster response and recovery efforts.
   
   b. Red Cross Volunteer Mental Health Team
      A volunteer group comprised of trained individuals (e.g. mental health counselors, substance abuse workers, social workers, nurses) who will respond to a disaster mental health assistance request to ESF-6, Mass Care and Shelter in the event of a declared emergency.
   
   c. Radiological Sampling Teams
      A sampling component of the State’s Radiological Emergency Response Plan, which is comprised of personnel and specialized equipment from DHHS, BEM, Department of Environmental Services, and the Department of Agriculture. The purpose of the field team is to take environmental, food, and water samples to test for the presence of radioactive isotopes.
   
   d. The Action Response Group for Emergencies and Tampering (TARGET)
      A team that is comprised of assets from the Public Health Laboratories, Bureau of Communicable Disease Control & Surveillance, and the Bureau
of Food Protection to respond to tampering incidents and disease emergencies. TARGET is activated by the Bureau of Food Protection in the event of a tampering incident, and by the Bureau of Communicable Disease Control & Surveillance in the event of a disease outbreak.

e. Disaster Behavioral Health Response Team (DBHRT)
There are five regional volunteer Disaster Behavioral Health Response Teams in New Hampshire that have been specially trained by DHHS to assist victims, families, the general community, and first responders cope with the emotional and behavioral aspects of the disaster and recovery efforts. Each team is comprised of 80 to 100 counselors, social workers, psychiatrists, psychologists, ministers, etc. who live or work in the affected community.

f. Radiological Emergency Response Team
A team trained in radiation safety and radiological-emergency response in order to respond to, or assist in responses to, incidents involving radioactive materials.

8. Operational Facilities/Sites and Incident Command Centers

a. Incident Command Center (ICC), The Rines Center
A specially equipped conference room located at the Rines Center for use by the Public Health Director or IRT Leader to coordinate MHD emergency response and recovery efforts.

D. Notification and Activation

1. The MHD shall activate Health and Medical Services either upon:

   a. Notification by the Emergency Management Director that the support services of MHD are required to prepare for, respond to and recovery from an emergency; OR

   b. Its own initiative because of concerns about the public’s health and safety (e.g. disease outbreak).

If the activation should take place under (b) above, MHD shall immediately notify DHHS and the Bureau of Emergency Management.

2. Support agencies shall be informed of the potential need for their services by telephone (or other backup communications means) in accordance with the Health and Medical Services Alert & Notification call list in Section V (Attachments) of Health and Medical Services.

3. The MHD Director or designee shall assign the Incident Response Team Leader or designee to act as principal contact at the appropriate Incident Command Center.
4. The MHD Director (or his/her designee) shall report to the City EOC after notifying the support agencies.

**E. Emergency Response Actions**

1. Upon activation of ESF-8, Health and Medical, the MHD Director or designee will:

   a. Establish liaison with local health departments, public health officers, human services agencies and/or community-based organizations, and state and federal agencies as are appropriate to the situation.

   b. In conjunction with support agencies at the City EOC, identify resource needs that may be obtained through MHD.

   c. Ensure that uninterrupted communication between the Director and the Incident Response Team Leader is in place and operational.

   d. Direct the Incident Response Team Leader to implement SOPs/SOGs that are appropriate for the emergency.

**F. Recovery Actions**

The Manchester Public Health Director will:

1. In conjunction with other agencies at the City EOC, implement required procedures (contained in Section V, Attachments) of Health and Medical Services.

2. Direct the Incident Response Team Leader to instruct the support agencies to activate recovery SOPs/SOGs.

3. Establish liaison with local health departments, public health officer and community-based organizations, and state and federal agencies as are appropriate to the situation.

4. In conjunction with support agencies at the City EOC, identify resource needs that may be obtained through DHHS.

**G. Deactivation**

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

The MHD Director or designee shall:
1. In conjunction with other agencies at the City EOC, implement required procedures (contained in Section V, Attachments) or Health and Medical Services.

2. Direct the Incident Response Team Leader to instruct the support agencies to initiate deactivation SOPs/SOGs.

**IV. Roles and Responsibilities**

A. Primary Agency

The Public Health Director will:

- Coordinate all emergency medical treatment functions.
- Coordinate emergency health and medical functions.
- Assess the medical capabilities on hand and report these to the Mayor.
- Establish medical procedures for evacuees at the shelter(s).
- Perform such other emergency functions to the best of its ability as requested by the Mayor/EOC.
- Provide situational reports containing the number, type and severity of casualties to the EMD.
- Coordinate all administrative and operational functions of the EMS Service.
- Coordinate with the EMS Division during a disaster situation operating from the Emergency Operations Center (EOC).
- Coordinate medical assistance with area Hospitals, if necessary.
- Coordinate with hospital’s existing procedures for evacuating medically ill patients from hospitals.
- Coordinate with EMS for evacuating medically ill patients from pre-hospital care.
- Maintain direct contact with EMS/Fire Department
- Act as liaison with the state Health & Human Services department.
Coordinate implementation of public immunization and/or distribution of prophylaxis and/or prescription medications.

Coordinate with Medical Examiners for the appropriate care of deceased persons.

B. Secondary Agencies

The Mayor will:

Make requests for medical assistance, equipment, supplies, and health manpower as needed to the State EOC.

Report any excess medical capacity which may be available.

The Emergency Management Director will:

Assist the Public Health Director in coordinating health functions

Provide situation reports containing the number, type and severity of casualties to the State EOC

Report any excess medical capacity which may be available to EOC

Coordinate with health care facilities on the release of names of casualties and proper notification to kin

Make requests for medical assistance, equipment, supplies and health manpower, as appropriate through local EOC

Report any excess medical capacity which may be available

The Police Chief will:

Provide security and escorts, as required (e.g., Strategic National Stockpile (SNS), mass medication centers)

Identify and ensure access routes are available

Coordinate with the law enforcement agencies from non-impacted areas in the State for the provision of security and restricting access at health and medical facilities within the effected area

Provide emergency transportation of blood, health/medical personnel, and medications, if needed
The Welfare Department Commissioner will:
- Support in the implementation of Health & Medical

The EMS will:
- Coordinate triage and pre-hospital care

The Greater Manchester Chapter of the American Red Cross will:
- Help ensure a safe and adequate supply of blood and blood products
- Support mass clinics
- Assist in the supply of mental health services

V. References

A. Plans

Greater Manchester Public Health Influenza Pandemic Emergency Response Plan
Greater Manchester Public Health Community Response to SARS
Greater Manchester Public Health Smallpox Response Plan
Risk Communication and “The Big One”
Incident Team Response Plan

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

Manchester Fire Department Standard Operating Procedures
Manchester Police Department Standard Operating Procedures

C. Interagency Agreements/Compacts/Mutual Aid Agreements

New Hampshire Hospital Mutual Aid Network

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

Area Hospitals (following this ESF)
Other Area Clinical Resources (following this ESF)
Ambulance Services (following this ESF)
## Area Hospitals

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Address</th>
<th>Level</th>
<th>Phone Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elliot Hospital</td>
<td>1 Elliot Way, Manchester, NH</td>
<td>Level II Trauma</td>
<td>669-5300</td>
</tr>
<tr>
<td>Catholic Medical Center</td>
<td>100 McGregor Street Manchester, NH</td>
<td></td>
<td>668-3545</td>
</tr>
<tr>
<td>Concord Hospital</td>
<td>250 Pleasant Street, Concord, NH</td>
<td>Level II Trauma</td>
<td>225-2711</td>
</tr>
<tr>
<td>Parkland Medical Center</td>
<td>One Parkland Drive, Derry, NH</td>
<td></td>
<td>432-1500</td>
</tr>
<tr>
<td>St. Joseph's Hospital</td>
<td>172 Kinsley Street, Nashua, NH</td>
<td>Level II Trauma</td>
<td>1-800-327-3331</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>424-4632</td>
</tr>
<tr>
<td></td>
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<td>889-6681</td>
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<tr>
<td>SNHRMC</td>
<td>8 Prospect Street, Nashua, NH</td>
<td></td>
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<tr>
<td>Lakes Region General Hospital</td>
<td>Highland Street, Laconia, NH</td>
<td>Level III Trauma</td>
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<tr>
<td>Exeter Hospital</td>
<td>10 Buzell Avenue, Exeter, NH</td>
<td>Level III Trauma</td>
<td>934-2060</td>
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<tr>
<td>Dartmouth Hitchcock Medical Center</td>
<td>2 Maynard Street, Hanover, NH</td>
<td>Level I Trauma</td>
<td>646-5000</td>
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<tr>
<td>Veterans Administration Hospital</td>
<td>Smyth Road, Manchester</td>
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<td>624-4366</td>
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<tr>
<td>Center for Disease Control</td>
<td>Atlanta, GA</td>
<td></td>
<td>1-404-633-5313</td>
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## Other Area Clinical Resources

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<thead>
<tr>
<th>Resource Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Dartmouth Hitchcock Medical Center</td>
<td>100 Hitchcock Way, Manchester, NH</td>
<td>(603) 695-2500</td>
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<tr>
<td>Manchester Community Health Center</td>
<td>1415 Elm Street, Manchester, NH</td>
<td>(603)626-9500</td>
</tr>
<tr>
<td>The Mental Health Center of Greater Manchester</td>
<td>401 Cypress Street, Manchester, NH</td>
<td>(603) 668-4111</td>
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# Ambulance Services

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<tr>
<th>Company</th>
<th>EMS Phone</th>
<th>Administrative Phone</th>
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<tr>
<td><strong>AVAILABLE FOR IMMEDIATE RESPONSE</strong></td>
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<tr>
<td>Rockingham Ambulance</td>
<td>626-0550</td>
<td>624-0400</td>
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<tr>
<td>Chris Stawasz</td>
<td></td>
<td></td>
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<tr>
<td>Tom McEntee</td>
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<tr>
<td><strong>AVAILABLE FOR 10 - 15 MINUTE RESPONSE</strong></td>
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<tr>
<td>CarePlus Ambulance</td>
<td>1-800-899-8331</td>
<td>424-8331</td>
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<tr>
<td>Eric Damon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matt Murby</td>
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<tr>
<td>Goffstown Fire Department</td>
<td>497-3311</td>
<td>497-3619</td>
</tr>
<tr>
<td>Chief Fletcher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Chief Hunter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bedford Fire Department</td>
<td>472-3311</td>
<td>472-3219</td>
</tr>
<tr>
<td>Chief Fabish</td>
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<td></td>
</tr>
<tr>
<td>American Medical Response</td>
<td>641-1800</td>
<td>1-800-777-8870</td>
</tr>
<tr>
<td>Rick Viola</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paul Robidas</td>
<td>Reg. Vice President</td>
<td>Regional Manager</td>
</tr>
<tr>
<td>Gary Brock</td>
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<td>Tri-Town Ambulance</td>
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<td>Rich O'Brien</td>
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<td>Londonderry Fire Department</td>
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<td>Alan Sypek</td>
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<td>Chris Stawasz</td>
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<tr>
<td>Norm Carr</td>
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<tr>
<td>Fran Dupuis</td>
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<td>Chief James D. Weed</td>
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<td>Hudson</td>
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<td>Clint Weaver</td>
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<tr>
<td>Caryl McEntee</td>
<td>Director</td>
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<td>Hollis Fire Department</td>
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<td>Lt. Kevin Reilly</td>
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<td>Wes Whittier</td>
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<td>New Boston Fire Department</td>
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9 - SEARCH AND RESCUE

Primary Agencies:
Fire Chief

Support Agencies:
Police Chief
Emergency Management Director
Mayor
Public Works Director
EMS

I. Introduction

A. Purpose
To provide assistance in all activities associated with Search and Rescue operations. To coordinate integration of personnel and equipment resources. To establish emergency procedures for the Manchester Fire Department in order to respond to disaster situations and perform its assigned functions which minimize the loss of life.

B. Scope
The City’s assistance under this function shall include personnel and equipment resources for the coordination and implementation of the following:

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

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

II. Situation and Planning

A. Situation
Rescue is an organizational and administrative part of the Manchester Fire Department. The Fire Chief is the operational and administrative head. The chain of command for rescue follows the regular organizational structure of the Fire Department. The Fire Department has established procedures for Rescue operations. The Fire Department has trained Emergency Medical Technicians. Rescue equipment is maintained by the Fire Department. The Fire Department is equipped to assist neighboring communities in rescue operations and receives assistance through the Fire Mutual Aid Agreements. The Fire Department is
equipped and trained to perform the rescue functions of emergency treatment, extrication, triage and Private Ambulance transport either by itself on-scene or under the direction of a physician. The Fire Department has trained Radiological Monitors who will respond to an emergency involving radioactive materials. Accepted emergency medical treatment procedures are standard practice for the Fire Department.

**B. Planning**

Because of the severity of a major emergency, (natural, technological, or nuclear attack) situations will occur resulting in persons being trapped in damaged buildings or vehicles, lost and/or injured in forests or victims of drowning or fires and similar instances requiring immediate emergency medical treatment and extrication.

The Fire Department does not have the immediate ability to handle large scale building collapses or similar type incidents. In a major emergency, the Fire Department would need outside assistance, which may or may not be available, to handle a multitude of casualties.

**III. Concept of Operations**

**A. General**

Search and Rescue, manages and coordinates the response of local search and rescue resources in response to any incident involving search and rescue operations. These include, but are not limited to: aircraft, collapsed structure, urban, water and woodlands incidents.

Search and Rescue uses established Emergency Services and Search and Rescue organizations, processes and procedures. Responsibility for situation assessment and determination of resource needs rests with the incident commander in coordination with local, State, and Federal Emergency Operating Centers (EOCs) and appropriate ESFs.

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

1. The organization structure of this ESF is shown in Figure 9-1

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

3. Interagency Coordination

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

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

4. Specialized Teams/Units

a. Specialized local, State, and Federal teams can be brought in as resources if the proper channels for requesting assistance are followed. Proper declarations would be required and requests should be made on an executive level to mobilize.
b. Local teams are:
   - New England K-9 Association
   - Local Police K-0 Teams
   - Appalachian Mountain Club
   - Urban Search and Rescue Team

c. State teams or agencies are:
   - Department of Safety – Fire Marshal’s Office
   - Fish and Game Department
   - Civil Air Patrol
   - Department of Justice
   - Department of Safety – Marine Patrol
   - Department of Transportation – Aeronautics
   - National Guard

5. Operational Facilities/Sites

Operation facilities and sites that can be used by Search and Rescue are: the EOC, fire stations, law enforcement facilities, parks, ski areas, and private conference centers. These facilities can be activated by requests through the local agency having jurisdiction.

C. Notification and Activation

During normal office hours, the EMD will initiate activation of this ESF.

During non-office hours, initial notification will normally be made by the local dispatch center.

Notification and activation of designated personnel and resources will be the responsibility of the responding agencies.

D. Emergency Response Actions

Under normal conditions, the Fire and Police Departments will perform Rescue Operations according to their respective Operations Manuals.

The primary agency designee will be responsible for the following:

- Assign a Search and Rescue representative to report to the local EOC as soon as possible after notification of Search and Rescue activation.

- The Search and Rescue representative will ensure that communication links are established with local or field command and control elements, and other primary and support agencies.
Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to Information and Planning, personnel for dissemination.

Maintain complete logs of actions taken, resource requirements, and other activities.

E. Recovery Actions

When it is determined that the emergency conditions have stabilized or are improving, the EMD shall determine the requirements to sustain the recovery efforts. Factors to be considered, but not limited to, are:

- Identify specific areas that would sustain recovery efforts.
- Mobilization needs for resources, personnel and equipment.
- Determine transportation and traffic control requirements.
- Determine the coordination capabilities between local, state and federal officials to initiate recovery efforts.
- Provide emergency medical treatment to casualties.
- Coordinate emergency medical treatment with nearby hospitals.
- Coordinate outside rescue assistance.
- Provide necessary documentation and information as dictated by federal mandate.

F. Deactivation

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

III. Roles and Responsibilities

A. Primary Agency

The Fire Chief will:

- Coordinate with the Police Department to conduct search & rescue operations.
Provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting

Coordinate the provision of resources to local and state search and rescue operations

Provide medical assistance in search missions

Collect and maintain the following ESF status information and coordinate with Information and Planning, to ensure inclusion into the situation report.

1. Number of victim rescues attempted and completed
2. Status of rescue operations
3. Unmet needs
4. Allocated and requested Search and Rescue Resources
5. Staffing and resource shortfalls

Advise NH Fish & Game of any Search & Rescue event.

Notify the Mayor of the state of readiness of the Fire Department and request outside assistance if necessary.

Coordinate Rescue Mutual Aid Support.

Dispatch trained Radiological Monitors to the disaster scene, if needed.

B. Support Agencies

All Support Agencies will:

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

Assess the City agencies search and rescue capabilities and resources.

Provide periodic updates regarding agency activities and/or operations.

Implement interagency agreements as needed to support ESF-9: Search and Rescue.

Document all agency activities, personnel and equipment utilization, and other expenditures.

Provide technical assistance as requested.
The Police Chief will:

- Coordinate with Fire Department to conduct search and rescue operations
- Collect and maintain the following ESF status information and coordinate with Information and Planning, to ensure inclusion into the situation report:
  1. Number of victim rescues attempted and completed
  2. Status of rescue operations
  3. Unmet needs
  4. Allocated and requested Search and Rescue Resources
  5. Staffing and resource shortfalls
- Provide for after hours dispatching, issue warnings information to other primary agencies, and provide aerial search and rescue support as needed
- Coordinate with ESF-4: Fire Fighting, to provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
- Coordinate with ESF-8: Health and Medical, to ensure the proper health and safety of local officials. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food & water
- Advise NH Fish & Game of any Search & Rescue event.
- Provide investigative services in missing persons cases
- Notify the Mayor of the state of readiness of the Police Department and request outside assistance if necessary.

EMS will:

- Provide medical assistance in search missions

The Emergency Management Director will:

- Provide assistance in search missions
- Provide direction and control at the Emergency Operations Center

The Mayor will:

- Coordinate public notification and announcements
The Public Works Director will:

☐ Provide search and rescue support through equipment and personnel

IV. References

A. Plans

None

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

Community Fire Department Standard Operating Procedures
Community Police Department Standard Operating Procedures

C. Interagency Agreements/Compacts/Mutual Aid Agreements

Police Mutual Aid Agreements with surrounding communities

V. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

None
10 - HAZARDOUS MATERIALS

Co-Primary Agencies: Fire Department Chief

Support Agencies:
- Police Department Chief
- Emergency Medical Services
- Emergency Management Director
- Public Works Director
- School Superintendent
- Building Commissioner
- Public Health Director
- Mayor

I. Introduction

A. Purpose

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

B. Scope

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

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

II. Concept of Operations

A. General

The Manchester Fire Department is the primary agency responsible for supporting local operations to mitigate the effects of hazardous materials incidents in the City. ESF-10, Hazardous Materials will manage and coordinate the HazMat activities surrounding existing or potential disaster conditions. This will be accomplished by monitoring resources in support of local and mutual aid agencies. ESF-10 will utilize established HazMat organizations, processes, and procedures. Primary responsibility for situation assessment and determination of resources needs resets with the local incident commander.
The Manchester Fire Chief is assigned primary agency responsibility for the overall management and coordination for ESF-10.

B. Organization

1. ESF-10 will be initiated by the Fire Chief. It may also be initiated by another local agency through contacting Dispatch when an impending disastrous condition exists that may require the support of ESF-10 and/or other ESFs.

2. Pursuant to OSHA requirements, the activities and operations of ESF-10 will be under the Incident Command System (ICS).

3. Interagency Coordination: Upon notification of an emergency requiring the activation of the EOC or other significant City response, the primary agency for ESF-10 will brief and consult with designated essential personnel, support agency representatives, and the EMD or their designee to implement standard operating procedures/guides (SOPs/SOGs) in support of local hazardous materials operations. That response may involve other ESFs, State agencies, non-state agencies, and/or Federal agencies.

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

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

The functional organization structure of this ESF is shown in Figure 10-1.
C. Notification and Activation

1. Upon notification of an incident, the Manchester Fire Department will be requested to activate and coordinate Hazardous Materials activities from the EOC.

2. Response and support needs will be determined by Fire Department Operating Procedures and the Senior Fire Officer in Charge.

3. The Manchester Fire Department will implement existing operating procedures, mutual aid agreements, vendor contracts, and notifications as outlined within existing protocols.

4. Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

5. The Manchester Fire Department has 75 members trained to the Hazardous Material Operation Level and 155 members trained to the technician level. The Fire Department is also equipped with equipment and supplies to handle most Hazardous Materials incidents.

D. Emergency Response Actions

The following activities will commence upon report of a hazardous material incident:

1. A Fire Department designee will locate at the local EOC as soon as possible after notification.

2. The designee will ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.

3. Determine initial and ongoing activities through established intelligence gathering procedures.

4. Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters as necessary.

5. Maintain complete log of activities taken, resources ordered, records and reports.

6. Maintain close contacts between State and Federal Agencies and the EOC.

7. Task support agencies as necessary to fulfill Hazardous Materials assigned roles and responsibilities.
E. Recovery Actions

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

F. Deactivation

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

III. Roles and Responsibilities

A. Primary Agency

The Fire Chief will:

- Establish and maintain a database of entities that sell, manufacture, store and/or transport extremely hazardous substances in the City.
- Coordinate with ESF-1 Transportation and ESF-3 Public Works and Engineering during HazMat scenarios involving transportation incidents.
- Ensure the use of Incident Command System (ICS) during all HazMat incidents in the City.
- Coordinate local activities during HazMat incidents.
- Coordinate appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required.
- Provided liaison between the on-scene Incident Commander(IC), regional, State, and Federal agencies.
- Coordinate with ESF-7 Resource Support in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations.
- Ensure that an Incident Action Plan is developed for each operation period and that it is coordinated with the EOC Operations Officer and ESF-5 Information and Planning.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP).
1. Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
2. Status of evacuation or Shelter-in-Place orders and personal protective actions.
3. Staffing and resource capabilities and shortfalls.
4. Unmet needs (i.e. staff rehabilitation, replacement equipment, etc)
5. Major Hazardous Material’s issues/activities.
6. Allocation of HazMat resources.
7. Status of operation facilities (i.e. staging areas, fixed/mobile command posts, etc.)
8. Plume modeling information

☐ Coordinate with Transportation, for resources involving transportation, highway conditions, and weather conditions involving highways.

☐ Coordinate with ESF-8 Health and Medical for health and safety of response personnel.

☐ Coordinate with ESF-6 Mass Care and Shelter, in the event of evacuation and sheltering.

☐ Coordinate with 911 for language line requests, and communications switching.

☐ Coordinate with BEM to fill requests and activate Emergency Management Assistance Compact (EMAC) agreements.

**B. Support Agencies**

The EMD will:

☐ Provide direction and control at the Emergency Operations Center.

The Police Chief will:

☐ Coordinate the provision of site security and access control during hazardous material operations.

The Public Works Director will:

☐ Assist in the identification of critical facilities.

☐ Assist in the provision of containments resources and equipment as needed.
Provide and assist in the evacuation of areas impacted or potentially impacted by a hazardous spill, leak or release, as necessary.

The Public Health Director will:

- Ensure the health and safety of volunteers, including health risk assessment, injury prevention, and mental health services.
- Provide and assist in the dissemination of public health personal protective actions as needed.
- Ensure sanitation measures, and the safety of the public’s food and water.
- Assist with assessment, sampling and monitoring teams, as needed.

The Building Commissioner will:

- Assist the Fire Department as needed in the identification of hazardous materials and assist in the assessment of threats to public safety from Hazardous Materials.

The School Superintendent will:

- Assist in the lock-down or evacuation of students, as necessary

The Mayor will:

- Assist the Fire Department in the implementation of Hazardous Materials.

Emergency Medical Services will:

- Assist the Fire Department in the implementation of Hazardous Materials as requested.

IV. References

A. Plans

Hazardous Materials Plan to be included in further amendments to this EOP.

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

Manchester Fire Department SOPs
Federal Guidelines including OSHA
C. Interagency Agreements/Compacts/Mutual Aid Agreements

Hazardous Materials Response Team

V. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

None
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<tr>
<td>Neon Communications</td>
<td>1 Sundial Avenue</td>
<td>Manchester, NH 03101</td>
<td>Mark Laumeister</td>
<td>(508) 616-7878</td>
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<td>Alltex, Inc.</td>
<td>324 Taylor Street</td>
<td>Manchester, NH 03108</td>
<td>Robert Hippert</td>
<td>(603) 625-9722</td>
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<tr>
<td>Verizon Manchester Co.</td>
<td>25 Concord Street</td>
<td>Manchester, NH 03101</td>
<td>Roland Driscoll</td>
<td>(603) 695-5551</td>
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<tr>
<td>Verizon CDC Admin. HMC Critical</td>
<td>770 Elm Street</td>
<td>Manchester, NH 03101</td>
<td>Roland Driscoll</td>
<td>(603) 695-5551</td>
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<tr>
<td>Verizon States Mkt. STRA/CRI</td>
<td>875 Holt Avenue</td>
<td>Manchester, NH 03109</td>
<td>Roland Driscoll</td>
<td>(603) 695-5551</td>
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<td>Advantage Gases &amp; Tools</td>
<td>4080 South Willow Street</td>
<td>Manchester, NH 03103</td>
<td>Bill Fischer</td>
<td>(207) 749-0280</td>
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<td>Kalwall Corporation</td>
<td>1111 Candia Road</td>
<td>Manchester, NH 03105</td>
<td>Paul Wenger</td>
<td>(603) 627-3861</td>
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<tr>
<td>Nylon Corporation of America</td>
<td>333 Sundial Avenue</td>
<td>Manchester, NH 03103</td>
<td>John Pollono</td>
<td>(603) 627-5150</td>
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<tr>
<td>Velcro USA, Inc.</td>
<td>406 Brown Avenue PO Box 4806</td>
<td>Manchester, NH 03103</td>
<td>Marc Duquette</td>
<td>(603) 626-6454</td>
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<tr>
<td>Osram Sylvania</td>
<td>655 South Willow Street</td>
<td>Manchester, NH 03103</td>
<td>John Hamilton</td>
<td>(603) 621-6307</td>
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<tr>
<td>Environmental Protection Division WWTP</td>
<td>300 Winston Street</td>
<td>Manchester, NH 03103</td>
<td>Dept. of Highways</td>
<td>(603) 624-6513</td>
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<td>Poly Vac, Inc.</td>
<td>253 Abby Road</td>
<td>Manchester, NH 03103</td>
<td>Raymond Ferland</td>
<td>(603) 540-1457</td>
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<tr>
<td>Veterans Administration Medical Center</td>
<td>718 Smyth Road</td>
<td>Manchester, NH 03104</td>
<td>Sharon Cary</td>
<td>(603) 624-4366</td>
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<td>KeySpan Energy Delivery - MAN (Elm)</td>
<td>130 Elm Street</td>
<td>Manchester, NH 03103</td>
<td>Gas Dispatch</td>
<td>(781) 466-6090</td>
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<tr>
<td>KeySpan Energy Delivery - MAN (Kaunus)</td>
<td>Kaunus Circle</td>
<td>Manchester, NH 03109</td>
<td>Gas Dispatch</td>
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<td>Associated Grocers of New England</td>
<td>725 Gold Street</td>
<td>Manchester, NH 03103</td>
<td>Jeffrey Sawyer</td>
<td>(603) 437-4451</td>
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<td>Aggregate Industries Northeast Region, Inc.</td>
<td>888 Dunbarton Road</td>
<td>Manchester, NH 03102</td>
<td>Lisa Kelley</td>
<td>(781) 941-7200</td>
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<td>General Cable</td>
<td>345 McGregor Street</td>
<td>Manchester, NH 03102</td>
<td>Charles McGrail</td>
<td>(603) 668-1620</td>
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<td>Comcast of NH, Inc.</td>
<td>751 East Industrial Park Drive</td>
<td>Manchester, NH 03109</td>
<td>Network Ops Center</td>
<td>(800) 556-9979</td>
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<td>Comcast of NH, Inc.</td>
<td>676 Island Pond Road</td>
<td>Manchester, NH 03109</td>
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<td>US Postal Service</td>
<td>955 Goff's Falls Road</td>
<td>Manchester, NH 03103</td>
<td>Frank Szumiesz</td>
<td>(603) 644-4064</td>
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<td>United Parcel Service, Manchester</td>
<td>2400 Brown Avenue</td>
<td>Manchester, NH 03103</td>
<td>Kevin Wooldridge</td>
<td>(603) 626-2013</td>
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<td>Rockwell Automation</td>
<td>460 Elm Street</td>
<td>Manchester, NH 03101</td>
<td>Pamela Bealo</td>
<td>(603) 656-4939</td>
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<tr>
<td>Con-Way Central Express</td>
<td>56 Pine Street</td>
<td>Manchester, NH 03103</td>
<td>Frank Anglin</td>
<td>(413) 427-4715</td>
</tr>
<tr>
<td>Manchester Bulk Plant</td>
<td>159 Elm Street</td>
<td>Manchester, NH 03108</td>
<td>Arthur Burns</td>
<td>(603) 625-8531</td>
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### Tier II Reporting

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<tr>
<td>Federal Express Corp. MHTR Facility</td>
<td>28 Perimeter Road</td>
<td>Londonderry, NH 03053</td>
<td>Maria Hannemann</td>
<td>(603) 647-6119</td>
</tr>
<tr>
<td>Penske Truck Leasing Co., L.P.</td>
<td>51 Faltin Drive</td>
<td>Manchester, NH 03102</td>
<td>District Manager</td>
<td>(603) 627-4107</td>
</tr>
<tr>
<td>Penske Truck Leasing Co., L.P.</td>
<td>778 Gold Street</td>
<td>Manchester, NH 03103</td>
<td>District Manager</td>
<td>(603) 626-4620</td>
</tr>
<tr>
<td>Level 3 - Manchester</td>
<td>1 Sundial Avenue</td>
<td>Manchester, NH 03103</td>
<td>Neil Crowely</td>
<td>(617) 551-1330</td>
</tr>
<tr>
<td>Pepsi Bottling Group</td>
<td>127 Pepsi Road</td>
<td>Manchester, NH 03109</td>
<td>Stephen LecLerc</td>
<td>(603) 656-6844</td>
</tr>
<tr>
<td>Kem Kote Inc.</td>
<td>195 McGregor Street</td>
<td>Manchester, NH 03102</td>
<td>Brenda Babineau</td>
<td>(603) 669-7204</td>
</tr>
<tr>
<td>Alamo Rent-A-Car</td>
<td>One Airport Road, Suite 170</td>
<td>Manchester, NH 03108</td>
<td>Andrew Bour</td>
<td>(603) 268-0506</td>
</tr>
<tr>
<td>ADT Security Services</td>
<td>836 Candia Road</td>
<td>Manchester, NH 03103</td>
<td>Larry Horton</td>
<td>(561) 988-3600</td>
</tr>
<tr>
<td>Wilsonart International</td>
<td>159 Frontage Road</td>
<td>Manchester, NH 03103</td>
<td>Heritage Operating LP</td>
<td>(406) 442-9759</td>
</tr>
<tr>
<td>Tru-Serve</td>
<td>333 Harvey Road</td>
<td>Manchester, NH 03103</td>
<td>Heritage Operating LP</td>
<td>(406) 442-9759</td>
</tr>
<tr>
<td>MCI- MNCDNH</td>
<td>1 Wall Street</td>
<td>Manchester, NH 03101</td>
<td>GENMC Network Mgmt.</td>
<td>(800) 444-0902</td>
</tr>
<tr>
<td>Manchester POP</td>
<td>920 Candia Road</td>
<td>Manchester, NH 03109</td>
<td>Kathy Stevens</td>
<td>(407) 889-6255</td>
</tr>
<tr>
<td>Freudenberg-NOK General Partnership</td>
<td>50 Ammon Drive</td>
<td>Manchester, NH 03103</td>
<td>Lynn Preston</td>
<td>(603) 744-1628</td>
</tr>
<tr>
<td>Moore Wallace</td>
<td>2060 Brown Avenue</td>
<td>Manchester, NH 03103</td>
<td>Paul Straitiff</td>
<td>(603) 669-6530</td>
</tr>
<tr>
<td>UNH Watertower</td>
<td>220 Hackette Hill Road</td>
<td>Manchester, NH 03102</td>
<td>Manchester-Nashua Cellular</td>
<td>(800) 510-6091</td>
</tr>
<tr>
<td>Faltin Drive</td>
<td>71 Loring Drive</td>
<td>Manchester, NH 03101</td>
<td>Manchester-Nashua Cellular</td>
<td>(800) 510-6091</td>
</tr>
<tr>
<td>VA Hospital</td>
<td>718 Smyth Road</td>
<td>Manchester, NH 03104</td>
<td>Manchester-Nashua Cellular</td>
<td>(800) 510-6091</td>
</tr>
<tr>
<td>Choice One Communications</td>
<td>25 Sundial Ave. Hesser Center, Suite L01W</td>
<td>Manchester, NH 03103</td>
<td>Network Surveillance Center</td>
<td>(888) 404-9750</td>
</tr>
<tr>
<td>Control Center</td>
<td>44 W. Pennacook Street</td>
<td>Manchester, NH 03101</td>
<td>PSNH</td>
<td>(800) 386-4086</td>
</tr>
</tbody>
</table>

### PSNH - Environmental Operations

<table>
<thead>
<tr>
<th>Substation (Manchester 1)</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Contact</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Manchester</td>
<td>Lingard Street</td>
<td>Manchester, NH 03103</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Malvern Street Substation</td>
<td>Malvern Street</td>
<td>Manchester, NH 03104</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>South State Street Substation</td>
<td>South State Street</td>
<td>Manchester, NH 03101</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Valley Street Substation</td>
<td>Valley Street</td>
<td>Manchester, NH 03103</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Blaine Street Substation</td>
<td>Blaine Street</td>
<td>Manchester, NH 03102</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Brook Street Substation</td>
<td>Brook Street</td>
<td>Manchester, NH 03104</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Brown Ave. Substation</td>
<td>Brown Avenue</td>
<td>Manchester, NH 03103</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Eddy Substation (Manchester 8)</td>
<td>Fletcher Street</td>
<td>Manchester, NH 03102</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Facility</td>
<td>Address</td>
<td>City, State, Zip</td>
<td>Contact</td>
<td>Phone</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-----------------</td>
<td>------------------</td>
<td>-------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Hanover Street Substation (Manchester 9)</td>
<td>Hanover Street</td>
<td>Manchester, NH 03104</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Huse Road Substation (Manchester 10)</td>
<td>Huse Road</td>
<td>Manchester, NH 03103</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>North Union Street Substation (Manchester 11)</td>
<td>North Union Street</td>
<td>Manchester, NH 03104</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Rimmon Substation (Manchester 12)</td>
<td>Off Upland Street</td>
<td>Manchester, NH 03102</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
<tr>
<td>Ronald Street Substation (Manchester 13)</td>
<td>Ronald Street</td>
<td>Manchester, NH 03103</td>
<td>Eugene Mazzei</td>
<td>(603) 524-5432</td>
</tr>
</tbody>
</table>
11 - FOOD AND WATER

Co-Primary Agencies: Emergency Management Director
Manchester Water Works

Support Agencies: Mayor
Police Department Chief
Fire Department Chief
Public Works Director
School Superintendent
City Finance Officer
Public Health Director
Welfare Department Commissioner
Greater Manchester Chapter of the American Red Cross
Manchester Food Bank

I. Introduction

A. Purpose

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

B. Scope

Activities will be undertaken to: identify authorized food assistance needs; obtain appropriate and safe food supplies; arrange transportation of supplies to designated sites; and/or assist in authorization of emergency food stamp assistance.

II. Concept of Operations

A. General

Under the general direction of the State of New Hampshire Surplus Distribution Section, this emergency function will operate under existing USDA authorities and regulations, Public Laws 93-288, as amended, and Revised Statute Annotated (RSA) 107:C and as otherwise specified in this document.

This ESF will coordinate food and potable water supplies to designated sites and coordinate such activities through Mass Care and Shelter with the Greater Manchester Chapter of the American Red Cross (ARC) or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food stamps.
All requests for food, including types, amounts, and destination locations, will be processed through the Manchester Emergency Management Director or an appointed designee.

Food supplies for shelters will be provided from local stocks, Red Cross supplies, or federal assistance.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 11-1

![Organizational Chart](image)

**Figure 11-1**

1. This ESF will be composed of a member of Manchester’s Emergency Management Organizations with assistance as needed, including selected support agency representative(s). Once ESF-11 is operation at the EOC it shall function under the direction and control of the Emergency Management Director.

2. The staffing pattern and level will be dependent upon the severity of the emergency.

3. Interagency Coordination – Upon notification of an emergency requiring the activation of the Manchester Emergency Operations Center (EOC) or other significant City response, the primary agency for ESF-11 will brief and consult with the designated essential personnel, and support agency representatives, or their designees to implement standard operation procedures/guides (SOPs/SOGs) in support of mass feeding operations. That
response may involve other Emergency Support Functions (ESFs), state and non-state agencies, federal agencies, and school department food service.

C. Notification and Activation

Upon notification of an emergency or impending incident, the EMD would request activation of Food and Water.

The EMD will implement existing operating procedures, mutual aid agreements, and notifications as outlined within existing protocols.

Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

D. Emergency Response Actions

Activities of this ESF will commence once impacted areas exceed feeding capabilities and have requested assistance.

➢ The EMD will locate at the local EOC as soon as possible after notifications.

➢ The EMD will ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.

➢ Determine initial and ongoing activities through established intelligence gathering procedures.

➢ Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters as necessary.

➢ Maintain complete log of activities taken, resources ordered, records and reports.

E. Recovery Actions

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

F. Deactivation

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

A. Primary Agency

The EMD will:

- Coordinate the provision and distribution of food and potable water and the provision of transportation to distribute food stocks.
- Determine the availability of US Department of Agriculture (USDA) foods that are safe for human consumption.
- Coordinate with ESF-8 Health and Medical Services and ESF-4 Fire Fighting to assess damages to food and potable water supplies, as necessary.
- Coordinate with ESF-6 Mass Care and Shelter and ESF-15 Volunteers and Donations to determine the food needs of the affected population(s).
- Develop course of action that will ensure timely distribution of food.
- Provide information to ESF-3 Public Information and ESF-15 Volunteers and Donations on the amount and types of food needed.
- Coordinate food and potable water supplies to designated sites and coordinate such activities through Mass Care and Shelter with the ARC or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food stamps.
- Replenish warehouse with State or Federal subsidies and commercial services donations.
- Coordinate with ESF-13 Law Enforcement and Security to obtain security for warehouse storage facilities and transport vehicles, as needed.
- Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and, ESF-5 Information and Planning.
- Maintain records of the cost of supplies, resources, and employee hours needed to respond to the disaster.
- Coordinate with Community Action Agency, Mass Care and Shelter, and Volunteers and Donations to monitor the number of mass feeding sites, soup kitchens, and pantries providing food to disaster victims.
Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report:

1. Number of people and meals served
2. Number of food stamps distributed to disaster victims
3. Status of feeding operations
4. Unmet needs (staff, equipment, etc)
5. Staffing and resource capabilities and shortfalls
6. Dietary needs
7. Source of food
8. Coordinate with Health and Medical for the health and safety of response personnel.

The Manchester Water Works will:

- Inspect water and assure an adequate supply of safe potable water supplies.

B. Secondary Agencies

The Welfare Department Commissioner will:

- Issue disaster food vouchers.
- Assist the EMD in the implementation of Food & Water.

The Police Chief will:

- Assist the EMD on measures of security needed.

The Fire Chief will:

- Assist the EMD in the implementation of Food and Water.

The Public Health Director will:

- In coordination with the State, inspect food for safety to include preparation, transportation and storage.
- Assure all personnel involved in the preparation and distribution of food adhere to appropriate food safety regulations.
- Provide disease surveillance, as needed.
- Provide public notification of food recall and tampering.
Witness the destruction of contaminated and embargoed foods.

Assist with the food requirements of special needs populations.

**The Public Works Director will:**

- Assist in transportation of food & water to designated shelters.

**The School Superintendent will:**

- Assist the EMD in the implementation of Food and Water.
- Assess the schools food supplies and feeding capabilities.
- Make available on-hand food supplies.

**The Mayor will:**

- Coordinate with the City Finance Officer on disbursement of funds in the implementation of Food and Water.

**The City Finance Officer will:**

- Coordinate with the Mayor on disbursement of funds in the implementation of Food and Water.

**American Red Cross will:**

- Per established agreements with private vendors, supplement USDA food stocks.
- Identify additional food distribution points.
- Support primary and other support agencies, as necessary.
- Use Emergency Response Vehicles (ERVs) to provide feeding capabilities, as needed.
- Coordinate with volunteer organizations and other charitable organizations and food banks to receive, store, and/or distribute donated food items.
- Provide number of people and meals served on a daily basis.
- Provide mass care feeding in the field.
The Food Bank will:

- Assist in the provision of food supplies.

IV. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

None

V. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

None
12 - ENERGY

Primary Agency: Emergency Management Director

Support Agencies: Fire Chief
Police Chief
Public Works Director
Manchester Transit Authority
Public Service of New Hampshire
Keyspan

I. Introduction

A. Purpose

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

B. Scope

This ESF involves the provision of emergency power and fuel to support the immediate response activities with the disaster area as well as providing power and fuel to normalize community functions. The scope of the activities will include:

1. Assessing energy system damage, energy supply, demand, and requirements to restore such systems.

2. Assisting City agencies to obtain emergency fuel for transportation, communications, and emergency operations.

3. Provide assistance to energy suppliers in obtaining equipment, specialized personnel, and transportation to repair or restore energy systems, if needed.

4. Administer, if necessary, statutory authorities for energy priorities and allocations.

5. Administer emergency energy information, education, and conservation to the public regarding energy.
II. Concept of Operations

A. General

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

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

B. Organization

1. The functional organization structure of this ESF is shown in Figure 12-1

![Energy Operations Organization Diagram]

Figure 12-1

2. Energy will be composed of an Energy Coordinator staffed by the Emergency Management Director or his designee. The primary function of the Energy Coordinator is to coordinate and manage the responsibilities and functions of Energy, assist in planning activities related to response and recovery actions, and provide staffing requirements.

3. Interagency Coordination: Upon notification of an emergency requiring the activation of the EOC or other significant response, the primary agency for Energy will brief and consult with designated essential personnel, support agency representatives, and the EMD or their designee to implement standard operating procedures/guides (SOPs/SOGs) to provide emergency power and fuel to support the immediate response activities within the disaster area as
well as providing power and fuel to normalize community functions. That response may involve:

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

4. **Specialized Teams/Units:** State and Federal Safety Inspection Teams assess the integrity of distribution, storage, transmission, and related facilities.

5. **Energy Infrastructure Components**

   a. Electrical – transmission, distribution, and generation equipment.
   b. Gas – natural, LNG (Liquid Natural Gas), and LP (Liquid Propane).
   c. Pipeline – oil, gas and high pressure gas.
   e. Fuel Storage Facilities – liquid fuels.

**C. Notification and Activation**

Upon determination by the EMD of an impending or actual incident requiring evacuation capabilities or posing a significant threat to the City of Manchester’s energy infrastructure, the EMD will request agency representatives to activate ESF-12 Energy from the EOC. ESF-12 may also be activated at the request of an appropriate agency through the EMD when an emergency condition exists and requires the support of ESF-12.

Upon activation, the EMD will implement existing operating procedures and support agency notification as outlined in existing protocols. Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

**D. Emergency Response Actions**

The following, though not mandatory, and not limited to, should be considered for emergency response:

1. Determine from the ESF-5 Information and Planning, the energy status of affected areas.

2. Use information available to determine the possible energy needs for response.

3. Receive and assess requests for energy assistance from affected areas.
4. Provide accurate assessment of energy supplies, demands, and requirements for repair and restorations of energy systems to local EOC staff.

5. As appropriate, assist in assessing priorities for energy restoration.

**E. Recovery Actions**

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

**F. Deactivation**

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

**III. Roles and Responsibilities**

**A. Primary Agency**

The Emergency Management Director will:

- Provide direction and control of the EOC in the implementation of Energy.
- Determine the possible energy needs for emergency responders.
- Prioritize resource request and allocations, as needed.
- Identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters.
- Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property, and to carry out other emergency response functions.
- Asses fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration.
- Collect and maintain the following ESF status information and coordinate with Information and planning to ensure inclusion into the Situation Report (SITREP).

1. Status of energy systems (i.e., lines, poles, pipelines, etc.)
2. Status of Critical Facilities (i.e., power plants, generating stations, gas plants, etc.)
3. Areas without energy
4. Number of residents/businesses without energy.
5. Number of residents/businesses with energy restored.
6. Unmet needs (staff, equipment, etc)
7. Staffing and resource capabilities and shortfalls.
8. Status of bulk storage and facilities.
9. In-state and regional energy and fuel supplies.
10. Coordinate with ESF-8, Health and Medical, for the health and safety of response personnel.

**B. Support Agencies**

**The Fire Department Chief will:**

- Provide for the safety of energy personnel, equipment and critical facilities as necessary.
- Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

**The Police Department Chief will:**

- Provide traffic control at utility restoration locations.
- Provide security for areas without power, as staff availability allows.
- Provide back-up communication

**The Public Works Director will:**

- Provide fuel for buses, Police, Fire, and Highway Department and other vehicles used for evacuation and emergency operations as appropriate.
- Provide assistance to energy suppliers in obtaining equipment, specialized personnel and transportation to repair or restore energy systems.

**The Manchester Transit Authority Director will:**

- Provide fuel for buses, Police, Fire, and Highway Department and other vehicles used for evacuation and emergency operations as appropriate.

**Public Service of New Hampshire will:**

- Provide damage assessment and operational support in the restoration of energy services.
Keyspan will:

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

IV. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

None

V. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

None
## EMERGENCY CONTACT LIST

| Keyspan Energy Delivery Main Office: 130 Elm Street, Manchester, NH |
|---|---|---|
| **Field Operations** | **Office** | **Pager** | **Cell/Radio** |
| Richard MacDonald, Manager | (603) 222-3768 | (603) 248-1459 | (603) 235-8766 - 306 |
| Patricia Poulin, Resource Planner | (603) 222-3772 | (603) 564-8627 | (603) 235-8750 - 285 |
| Elaine Burton, Work Coordinator | (603) 222-3775 | (603) 564-8626 | (603) 235-8752 - 287 |
| David McCormick, Work Coordinator | (603) 222-3717 | (603) 639-3310 | (603) 765-1763 - 5600 |
| Alan Poulos, Supervisor | (603) 641-0234 | (603) 564-0055 | (603) 231-6415 - 363 |

### Construction

| Richard MacDonald, Manager | (603) 222-3768 | (603) 248-1459 | (603) 235-8766 - 306 |
| Andrew Bernier, Large Project Supervisor | (603) 222-3738 | (603) 564-8575 | (603) 235-8760 - 384 |
| Patricia Poulin, Resource Planner | (603) 222-3772 | (603) 564-8627 | (603) 235-8750 - 285 |
| Elaine Burton, Work Coordinator | (603) 222-3775 | (603) 564-8626 | (603) 235-8752 - 287 |
| David McCormick, Work Coordinator | (603) 222-3717 | (603) 639-3310 | (603) 765-1763 - 5600 |
| Paul Shea, Supervisor | (603) 641-0572 | (603) 248-1204 | (603) 234-5690 - 1450 |

### Utility Engineering

| Chuck Cotting, Manager | (781) 466-5286 | (617) 881-8118 | (617) 839-4557 |
| Melissa Fenner - primary contact for NH | (781) 466-5223 | (781) 592-7850 |

### Damage Prevention Group

| Ernest Grasso, Manager | (781) 466-5255 | (617) 339-5117 | (617) 594-5143 |
| Robert McCabe, NH Supervisor | (978) 322-3627 | (617) 881-1296 | (617) 594-1909 |

### Government Relations

| Deb Hale, Manager | (603) 222-3710 | (603) 564-0418 | (603) 231-4729 |

### Corporate Security

| Mike Amico, Manager | (781) 466-5107 | (617) 881-7834 | (617) 592-0951 |

| Gas Leaks | 1-800-833-4200 |
| Damaged Gas Utility | 1-800-262-4111 |

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Sewer and drainage maps are available at the City of Manchester Public Works Department
Water maps are available at Manchester Water Works
All other utility maps are available through the associated utility company
13 - LAW ENFORCEMENT AND SECURITY

Primary Agency: Police Chief

Support Agencies: Emergency Management Director
Public Works Director
Fire Chief
Manchester Transit Authority

I. Introduction

A. Purpose
To provide for a coordinated emergency response for law enforcement and security measures. To outline procedures for the Police Department to expand its operations to respond to a disaster situation and fulfill its responsibilities for crowd control, traffic control, public warning assistance, and post-disaster community security.

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

II. Situation and Planning Assumptions

A. Situation
The Police Department has 286 sworn and civilian members, consisting of 215 sworn full-time members and 71 civilians. The Police Chief serves full-time and is the operational and administrative head of the department. It is as well equipped as any community of comparable size.

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

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

A. General

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

B. Organization

1. The functional organization structure of this ESF is shown in Figure 13-1

   ![Figure 13-1](image)

2. Interagency Coordination

   Upon notification of an emergency requiring the activation of the Emergency Operations Center (EOC) or other significant State response, the primary agency for ESF-13: Law Enforcement and Security will brief and consult with designated essential personnel, support agency representatives, and the Emergency Management Director or their designee to implement standard operating procedures/guides (SOPs/SOGs) in support of local law enforcement and security operations. That response may involve:
   
   a. Other Emergency Support Functions (ESFs)
   b. Other City Departments or Agencies
   c. State Agencies
   d. Non-State Agencies
   e. Federal Agencies

3. Specialized Teams/Units

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

   b. Local Teams are:
      
      ▪ Drug Officers
- K-9 Units
- Special Reaction Team

c. State teams or agencies are:

- Department of Safety – State Police
- Department of Corrections
- Department of Justice
- Medical Examiner
- Victim Advocate Services
- Victim Compensation
- Department of Resource and Economic Development
- Department of Safety – Marine Patrol
- Department of Transportation – Aeronautic
- Fish and Game Department
- National Guard

4. Operational Facilities/Sites

Operation facilities/sites are located in various locations throughout the City and include:

a. Manchester Central and Community Police Stations
b. Correctional Facilities including the Valley Street Jail

C. Notification and Activation

Under normal conditions, the Police Department will function under regular department standard operating procedures/guidelines.

Upon notification of an impending emergency, the Police Chief or his designee may authorize the following functions:

- Begin call-up of off-duty police personnel
- Recruit additional personnel if needed
- Notify the Mayor and the Emergency Management Director of the state of readiness and request outside assistance, if necessary
- Report to the EOC when directed by the Emergency Management Director and turn the on-scene command of the department over to the Chief/Deputy
- Disburse personnel and equipment to pre-determined strategic locations or in concert with EOC decisions.
 assist the Fire Department in emergency public warning procedures as outlined in Communications and Alerting.

- Coordinate the establishment and manning of traffic control points with the Hillsborough County Sheriff’s Department, State Police and Special Operations Unit, and Mutual Aid Departments.

- Provide 24-hour protection for all evacuated properties as determined by safety standards, as personnel are available.

- Maintain this ESF in an up-to-date condition.

Upon notification by the EMD, the Manchester Police Chief will activate Law Enforcement and Security and designate trained staff to locate at the City EOC.

Activation of ESF-13: Law Enforcement and Security may be at the request of an appropriate agency or jurisdiction through the EOC.

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

D. Emergency Response Actions

Immediate actions upon activation include but are not limited to:

- Establishing necessary communications with field operations.

- Assessment of overall law enforcement needs and response capabilities.

- Managing and coordinating the City of Manchester’s law enforcement requirements in support of the incident/emergency.

- Providing additional support capabilities, as required.

E. Recovery Actions

Recovery efforts will require the coordination of security in the affected area(s), traffic and control point(s) implementation, aircraft transportation, and mobilization and de-mobilization of resources, manpower, and equipment.

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

- Provide security for disaster-affected areas to prevent vandalism and looting.

- Coordinate outside law enforcement assistance.
- Assist in clean-up operations
- Perform such other functions as requested to alleviate suffering and return the citizens to as near normal conditions as possible

**F. Deactivation**

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD and as recommended by Law Enforcement and Security.

Deactivation of this ESF would occur when the following conditions are met:

a. Law enforcement and security needs return to being fully met by the affected primary jurisdictions.

b. Activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction with concurrence of Law Enforcement & Security.

**IV. Roles and Responsibilities**

**A. Primary Agency**

The Police Chief will:

- Provide necessary law enforcement services.
- Provide emergency crowd and traffic control
- Provide security in damaged and/or evacuated areas
- Assist in public warning and alerting procedures
- Assign personnel and equipment to the appropriate host area to augment law enforcement capabilities
- Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles
- Provide security at critical City facilities and the EOC, as needed.
- Coordinate law enforcement resource requests directly or through the City EOC.
Coordinate assistance in the provision of law enforcement, security personnel and resources in unimpacted areas of the City in support of local emergency operations, as requested.

Coordinate security measures in the affected areas and pre-identified sensitive/target sites.

Perform such other emergency functions for the safety of people and the protection of property as deemed necessary by the Mayor and EMD, through the Police Chief.

Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with ESF-5: Information and Planning.

Collect and maintain ESF status information for inclusion into the Situation Report (SITREP).

Coordinate with ESF-6: Mass Care and Shelter.

Coordinate with ESF-11: Food and Water.

Coordinate with ESF-1: Transportation to provide transportation resources for the movement of response personnel to and from the incident sites.

B. Support Agencies

All Support Agencies will:

Provide operational support and resources, where appropriate, in support of the management of ESF-13: Law Enforcement.

Provide periodic updates regarding activities and/or operations.

Implement interagency agreements as needed to support ESF-13: Law Enforcement’s activities/operations.

Document all agency activities, personnel and equipment utilization and other expenditures, as required.

The Emergency Management Director will:

Provide operational support and resources, where appropriate, in support of the management of ESF-13: Law Enforcement.
The Public Works Director will:

- Assist in the provision of transportation resources to support area evacuations, as needed.

The Fire Chief will:

- Support the implementation of Law Enforcement and Security, as needed.

The Manchester Transit Authority will:

- Support the implementation of Law Enforcement and Security, as needed.

V. References

A. Plans

None

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

The Police Department has Standard Operating Procedures located at the Police Department

C. Interagency Agreements/Compacts/Mutual Aid Agreements

The Community Police Department maintains Mutual Aid Agreements with contiguous communities

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

None
I. Introduction

A. Purpose

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

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

1. Emergency/Disaster Conditions and Hazards:

An emergency or disaster may cause extensive damage to life and property. Communications and transportation access will likely be disrupted or destroyed. Preservation of life and property may hinge on instructions and directions given by authorized officials.
Accurate and expedited dissemination of information is critical, particularly when a terrorist incident has occurred. In the event of a terrorist attack, the public and the media must be provided with accurate and timely information on emergency operations. Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public. Initial interaction with the media is likely to be implemented by an information officer, as directed by the Incident Commander (IC) in the field.

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

2. Means of Dissemination:

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

- Emergency Alert System (EAS)
- Television
- Radio
- Cable TV not participating in EAS
- Newspaper
- Specially printed materials
- TDD/TTY
- Rumor Control / Citizen Information Center
- Hot Lines
- In addition to these resources, back-up means can also be utilized including a vehicle-mounted public address system, and door-to-door notifications.
- Internet/City Website

3. Audience

The target audience for emergency public information messages consists of people directly affected by the emergency. First priority should be given to providing information needed immediately for the protection of lives and property, such as evacuation routes and sources of emergency assistance. But more general information regarding what is going on and what is being done to remedy the situation also needs to be provided to the public via the news media. Major disasters and terrorist events are automatically major news stories and arrangements must be made to accommodate extensive media coverage.
Special needs groups include:
1. Hearing Impaired
2. Visually Impaired
3. Language
   a. Approximately 19.6 percent of the City’s households speak a language other than English with varying English-speaking abilities. Some of these households may be valuable in disseminating information to those who do not speak English, serving as de-facto translators in the event of an emergency.
   b. The International Institute can provide interpreters for 5 languages, including French, Russian, Arabic, Somali and Burundi. In addition, they have contacts that can provide Spanish, Bosnian and Cambodian interpreters. Additional interpreter services may be obtained through the Franco American Center and Southern New Hampshire University (SNHU). Emergency interpreter services can be obtained through the E-911 emergency direct connect for languages.
   c. Approximately 4.2 percent of the City’s households speak Spanish. 26.6 percent of those households do not speak English at all. One NH radio station, WNNW in Salem, broadcasts in Spanish.
   d. Approximately 18.1 percent of the City’s households speak other Indo-European languages. 14 percent of those households do not speak English at all.
   e. Approximately 0.7 percent of the City’s households speak Asian or Pacific Island languages. 37.9 percent of those households do not speak English at all.
   f. Approximately 0.6 percent of the City’s households speak other languages, including various African dialects. 20.6 percent of those households do not speak English at all.

Physical restrictions include:
1. Custodial institutions – schools, child care centers, nursing homes, adult day care centers, hospitals.
2. Special needs housing – particularly facilities for physically disabled persons.
3. Tourists unfamiliar with the area and its hazards.

**B. Planning Assumptions**

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

Because of the complexities in the different types of disaster, most emergency information and instructions to the public must be prepared and released at the time of occurrence. The event will require responding agencies to provide instructions and information to the public about the incident and actions people should take to save and protect lives, property, economy, and the environment. To avoid confusing and misleading statements, there should be a single media contact person. A method of handling rumors should be established to avoid misinformation being spread.

Local media will be more willing than out-of-state media to provide specific emergency public information. There are several television and radio stations in Manchester that should be the primary media contacts. These include, but are not limited to:

- WMUR TV, ABC, Channel 9
- Manchester Public Access Television
- WZID Radio, Broadcast Station 95.7 FM
- WGIR Radio, Broadcast Station 101 FM
- WMLL Radio, Broadcast Station 96.5 FM
- WGIR Radio, Broadcast Station 610 AM
- WFEA Radio, Broadcast Station 1370 AM

### III. Concept of Operations

#### A. General

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

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

In order that the public be informed of the emergency situation as soon as possible, the Mayor must receive an assessment of the situation and the recommended protective actions. This information should be prepared for release to the public through the local media in a timely manner. Subsequent information and instructional bulletins should be issued as the situation warrants.

The establishment of a rumor control center or phone number is most important so that misinformation can be dispelled as soon as possible before it can spread and possibly cause panic among the general public. The phone numbers must be well-
publicized and manned by knowledgeable people. Rumor control will be established at the Manchester Fire Department.

The media must be made aware of the single-source concept for news and information and know that they will be given the whole story. Most media people will follow this concept as it discourages fragmented news items. The local media should be contacted as soon as possible to relay numbers and/or locations where the media contact person would be available.

**B. Information and Support Structure**

**Local Information Support Structure:**
Authorized local officials can activate the local EAS for those emergencies that are local in scope. However, the Governor and the NH Bureau of Emergency Management will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS).

**State Information Support Structure:**
The Department of Safety – Bureau of Emergency Management (BEM), Public Information Officer (PIO) will coordinate the management of the State's emergency public information response through all phases of disaster.

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

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

**Federal Information Support Structure:**
The State will coordinate with Federal agencies to provide federal-level information to the public following a natural or technological emergency or disaster, as deemed necessary.

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

**C. Organization**

Public Information will be composed of a Coordinator and assistants as needed. Once the ESF is operational at the EOC it shall function under the direction and control of the EOC Operations Officer. The Public Information Officer (PIO) directs the work of ESF-14 Public Information at the direction of the EOC Operations Officer. The
Public Information Coordinator oversees the information flow to the public via the media. The staffing pattern and level will be dependant upon the severity of the emergency.

The functional organization structure of this ESF is shown in Figure 14-1

**Figure 14-1**

![Organizational chart](image)

**Interagency Coordination**

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

- Other Emergency Support Functions (ESFs)
- State Agencies
- Private sector organizations
- Federal Agencies

**Specialized Teams/Units** *(these two paragraphs are from the State Plan for review/possible inclusion)*

A public information response may include the activation of the Rumor Control Unit. Personnel from the Bureau of Emergency Communications (E-911), BEM or other agencies will likely staff the Unit. The E-911 supervisor on duty must be notified of
the activation or any emergency call center and its purpose so that its operations can be coordinated with E-911.

RERP identifies a public information team consisting of a PIO and Media Assistant and Rumor Control Supervisor and Rumor Control Operators located in the EOC. A Media Representative and Assistant are also located in the Emergency Operations Facilities (EOF) located in Newington, N.H., for Seabrook Station and Brattleboro, Vt., for Vermont Yankee.

**Operational Facilities/Sites**

**Media Center:** The Manchester Media Center may be activated for any major or long-term emergency response operation. The Media Center is located at the primary EOC, has convenient access for media personnel and equipment, and has appropriate working facilities. The media center should be staffed by a PIO, security officer and other appropriate personnel and have secure communication links to the EOC, JIC and other facilities.

**Joint Information Center (this is from the State Plan for review /possible inclusion):** A JIC may be established to coordinate media activities during multi-agency operations. In a terrorist event it is likely that the FBI will establish and manage a JIC, with state agency PIOs providing support.

**D. Notification and Activation**

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

ESF-14 may be activated at the request of an appropriate agency when an emergency condition exists and requires the support of Public Information.

Upon activation the Public Information representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.

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

**E. Actions**

1. **Preparedness**

   a. The PIO will implement a comprehensive multi-media public information program which includes:

      1) Public service announcements and scheduled announcements.
2) Maintaining the EAS.

3) An on-going public information campaign focusing on family and personal preparedness through a coordinated print and broadcast campaign and public speaking engagements.

b. Identify and train appropriate staff to implement the public information responsibilities outlined in Public Information.

c. Arrange production of written and graphic materials, if needed.

d. Participate in a coordinated program to educate the public about hazards caused by emergencies or disasters, and the actions people may be asked to take to protect themselves, their property, and the environment.

2. **Response**

   a. Publicize, through the media, response activities that directly benefit affected communities. Response activities may include:

   1) Location of shelters and feeding stations.
   2) Location of comfort stations.
   3) Boil water orders.
   4) Facility and road closure information.
   5) School and office building closing information.
   6) Environmental hazards.
   7) Product recalls.
   8) Mass vaccinations.

b. Respond to all hazards and to hazard-specific incidents involving releases from the Seabrook Station, and Vermont Yankee nuclear power plants in accordance with emergency response plans and procedures for each site and the New Hampshire Radiological Emergency Response Plan (RERP).

c. Establish and maintain contact with the media.

d. Provide information and any instructions, as cleared by the EMD and Mayor.

e. Monitor media reports and telephone inquiries for accuracy and respond as appropriate to correct rumors.

f. Augment public inquiry and/or media relations’ staffs, if needed.
g. Set up any additional facilities for emergency public information operations (e.g., separate telephone bank or media center) with support from the Communications Coordinator.

h. Ensure distribution of printed materials to broadcast media, to pre-selected locations, to volunteer groups or other response and recovery personnel that may go into residential area, and/or via newspaper.

i. Compile chronology of media releases and events.

j. Assist with incident-level public information duties, as needed.

3. **Recovery**

a. Working in consultation with the EMD, Mayor or their designee, respond to reporter inquiries for damage assessment statistics and estimates.

b. Assist the Bureau of Emergency Management and FEMA publicize the status of disaster declarations, types of assistance available to disaster victims, and recovery center locations.

4. **Mitigation**

a. Refer to the Manchester Hazard Mitigation Plan for additional information relating to future mitigation operations.

b. Public Information will publicize the City’s significant accomplishments toward mitigation.

### IV. **Roles and Responsibilities**

#### A. Primary Agencies

**The Emergency Management Director will:**

- Serve as or designate a Public Information Officer to be the EOC representative for news and advisory issues.

- Gather and analyze all public information and instructions and provide to the Mayor

- Provide information to the Mayor for new releases

- Arrange regular media briefings

- Establish an emergency media center, if necessary
☐ Establish a rumor control system

☐ Coordinate the management of the City’s emergency public information response through all phases of an emergency or disaster

☐ Coordinate information and press briefings the Mayor

☐ Coordinate and provide information on the emergency or disaster, its impact on the City, City response actions, and agency support being provided within the City with the Mayor.

☐ Provide information on recovery programs designed to return, if possible, to its pre-incident condition in coordination with the Mayor

☐ Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and ESF-5 Information and Planning.

☐ Collect and maintain the following ESF status information and coordinate with ESF-5 Information and Planning to ensure inclusion into the Situation Report (SITREP):

- Media releases issued.
- Schedule of press conferences and releases.
- Unmet needs.
- Major Public Information issues/activities.
- Staffing and resource shortfalls.

**The Mayor will:**

☐ Act as the primary contact person for the media unless he/she designates someone else to disseminate emergency information and instructions to the public

☐ Authorize the activation of the local area EAS and other warning systems

☐ Approve news releases

☐ Coordinate information and press briefings the EMD

☐ Coordinate and provide information on the emergency or disaster, its impact on the City, City response actions, and agency support being provided within the City with the EMD.

☐ Provide information on recovery programs designed to return, if possible, to its pre-incident condition in coordination with the EMD
B. Support Agencies

The Fire Chief will:

☐ Provide information for media interviews and press conferences, as requested and appropriate, to the EMD and Mayor during an emergency or disaster.

☐ Provide departmental public information and public education support, as requested, to the State EOC Public Information Officer during an emergency or disaster.

The Police Chief will:

☐ Provide information for media interviews and press conferences, as requested and appropriate, to the EMD and Mayor during an emergency or disaster.

☐ Provide departmental public information and public education support, as requested, to the State EOC Public Information Officer during an emergency or disaster.

The Public Works Director will:

☐ Provide information to the EMD on status of emergency.

The School Superintendent will:

☐ Provide departmental public information and public education support, as requested, to the EMD and Mayor during an emergency or disaster.

The City Clerk will:

☐ Provide departmental public information, public education support, and information dissemination assistance as requested, to the EMD and Mayor during an emergency or disaster.

The Public Health Director will:

☐ Provide departmental public information and public education support, as requested, to the EMD and Mayor during an emergency or disaster.

The Greater Manchester Chapter of the American Red Cross will:

☐ Provide departmental public information and public education support, as requested, to the EMD and Mayor during an emergency or disaster.
The Information Systems Department will:

- Provide departmental public information, public education support, and information dissemination assistance as requested, to the EMD and Mayor during an emergency or disaster.

The International Institute will:

- Assist with interpretation needs.

Comcast Cable will:

- Provide emergency response noticing on local access channels as needed and requested by the EMD.

Manchester Public Access Television will:

- Provide emergency response noticing on local access channels as needed and requested by the EMD.

V. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

None

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

See Appendix E at the end of this EOP
15 - VOLUNTEERS AND DONATIONS

Primary Agency:  Greater Manchester Chapter of the American Red Cross  
                 Emergency Management Director

Support Agencies:  Mayor
                  Public Health Director
                  Police Department Chief
                  Fire Department Chief
                  School Superintendent
                  Salvation Army
                  City Finance Officer
                  Food Bank

I. Introduction

A. Purpose

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

B. Scope

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

II. Concept of Operations

A. General

Volunteers & Donations will manage and coordinate the provision of donated resources to meet the disaster needs. A group coordinated by the Greater Manchester Chapter of the American Red Cross and comprised of voluntary organizations and State agencies will be activated to facilitate the provision of volunteers. The Emergency Management Director will coordinate donation efforts based on assessed needs.

B. Organization

The functional organization structure of this ESF is shown in Figure 15-1
1. **Interagency Coordination**
   Upon notification of an emergency requiring the activation the Emergency Operations Center or other significant City response, the primary agencies for ESF-15 (ARC for volunteers and the EMD for donations) will brief and consult with designated essential personnel, support agency representatives, or their designees to implement standard operating procedures/guides (SOPs/SOGs) to effectively manage emergent volunteers and donated goods and services. That response may involve:

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

2. **Operational Facilities/Sites**
   Reception and distribution centers will be established and operated to manage large volumes of donated goods, resources and supplies. As appropriate, ESF-15, support agencies are assigned responsibility for the management and operation of these centers.

   The EMD, will identify potentially suitable warehouse sites. As appropriate, ESF-15 support agencies are assigned responsibility for the management and operations of these centers.
C. Notification and Activation

1. Upon determination by the EMD of an impending or actual incident requiring the use of volunteers or donations, the EMD will request agency representatives to implement ESF-15, Volunteers and Donations, from the EOC.

2. ESF-15, Volunteers and Donations, may be activated at the request of an appropriate representative when an emergency condition exists and requires the support of Volunteers and Donations.

3. Upon activation the ESF-15, Volunteers and Donations, representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.

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

D. Emergency Response Actions

1. The primary agency representatives will establish operations at the EOC as soon as possible after the notification and activation of Volunteers and Donations.

2. The EOC briefs the Volunteers and Donations representatives upon arrival, updates support agency staff, and monitors activities.

3. Determine volunteers and donation needs and available resources.

4. Maintain complete logs of actions taken, reports, and volunteer and donation resource needs and capabilities.

E. Recovery Actions

1. Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate volunteer and donation needs. Those requirements would include but are not limited to personnel and donated items.

2. Coordination with Resource Support may also be necessary to establish warehousing and other requirements.

3. Coordination with Law Enforcement and Security may also be needed to provide for security and safety requirements.

4. Coordination with other ESFs to help meet unmet needs resulting from the disaster.
F. Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions. Full deactivation of Volunteers and Donations would occur at the termination of its operations.

III. Roles and Responsibilities

A. Primary Agency

The EMD will:

- Notify all Volunteers and Donations supporting agencies upon activation.
- Identify prospective staging areas and warehouses available for lease before an event occurs.
- Establish and manage a donations management program.
- Develop procedures to distribute and dispose of remaining donated goods.
- Coordinate with Public Information for the dissemination of information regarding disaster needs to the public.
- Coordinate with ESF-1 Transportation for the following:
  1. Provision of additional transportation resources in support of Volunteers and Donations operations.
  2. Identification or creation of alternate access routes to affected areas, as needed.
- Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and Information and Planning.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):
  1. Number of Volunteers, Registered, Referred, and/or Deployed
  2. Type, Value, and Amount of Goods and Services Donated
  3. Staffing and resource shortfalls
  4. Major ESF-15 issues/activities
  5. Unmet needs of disaster victims
The Greater Manchester Chapter of the American Red Cross will:

- Establish and maintain a system for credentialing of volunteers.
- Coordinate the provisioning and operation of a Donated Goods and Volunteer Services Call Center.
- Provide organizational donation phone numbers to the donations phone bank for reference.
- Coordinate with local agencies/organizations to identify unmet disaster needs.
- Coordinate with the other ESF agencies to determine needs that could be filled through donated goods and services or the use of volunteers.

B. Support Agencies

The Public Health Director will:

- Verify the credentials of medical, public health, and mental health professionals who have volunteered.
- Coordinate with Food and Water, to ensure the safety and sanitation of donated food items. This involves, if necessary, the recall and embargo of tainted or unsanitary food items.
- Help ensure the health and safety of volunteers, including health risk assessment, injury prevention, and mental health services.
- Identify health and medical related needs that could be satisfied by donations of volunteer services.
- Provide alerting, notification, and updating of volunteers via the Health Alert Network, as appropriate.

The Mayor will:

- Coordinate with the City’s Attorney on matters of legality and fraud in acceptance of donated goods and services.
- Provide liaison between local, state and federal government.
- Assist in the implementation of Volunteers and Donations as needed.
The Police Department will:

- Provide security as required.
- Assist in the collection of volunteers and donations as requested by the primary agencies.

The Fire Department will:

- Assist in the collection of volunteers and donations.

The School Superintendent will:

- Assist in the collection of volunteers and donations.

The Salvation Army will:

- Assist with warehousing and distribution of donated goods.
- Coordinate with local offices to identify unmet needs.

The City Finance Officer will:

- Manage any banking, money transfers, and auditing related to donations.

The Food Bank will:

- Assist in the collection of donations.

V. References

A. Plans

None

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

None

C. Interagency Agreements/Compacts/Mutual Aid Agreements

Statement of Agreement Between the City of Manchester, New Hampshire and the Greater Manchester Chapter of the American Red Cross
VI. Attachments

A. Forms

See Appendix F at the end of this EOP

B. List of Potential Local Resources

See Appendix E at the end of this EOP
16 - ANIMAL HEALTH

Primary Agency: Police Department Chief

Support Agencies:
Mayor
Public Works Director
Emergency Management Director
Public Health Director
Manchester Chapter of the American Red Cross
City Clerk

I. Introduction

A. Purpose

To provide a coordinated response in the management and containment of any communicable disease resulting in an animal health emergency affecting the health, welfare, and safety of New Hampshire’s wildlife, livestock, residents, and visitors, as well as responding to pet, farm, and wild animal care needs before, during, and after a significant natural disaster or man-made event.

B. Scope

Emergency Support Function Animal Health provides the framework for managing and coordinating the activities and resources required to affect the rapid containment of any reportable and/or communicable disease that poses a significant threat to the health and welfare of animals and people. This will include pets (domestic and exotics), wildlife, and livestock. This ESF will also provide for the overall management, coordination, and prioritization of Statewide resources that support pet, farm, and wild animal needs in the event of an emergency or disaster.

II. Situation and Planning Assumptions

A. Situation

Animal control and health is a part of the daily operations of the Manchester Police Department. Two Animal Control Officers are tasked with carrying out this responsibility during normal day to day operations. Their typical duties include:

- Investigating animal complaints
- Enforcing City Ordinances and State Laws
- Picking up and impounding stray animals
- Education the public
- Patrolling the community
- Handling wildlife issues that may be a safety concern
- Handling rabies issues
- Providing assistance to police officers in animal related matters.
  These officers will be a vital resource during emergency operations.

All dogs in the City are required to be licensed with the City Clerk’s office. To carry out this responsibility the City Clerk maintains a database of all registered dogs in the City. The City Clerk and the Police Department regularly work together on animal control issues.

In the event of an emergency and the need for sheltering, animals are not allowed in Red Cross operated shelters, other than those animals used for special needs assistance.

**B. Planning Assumptions**

It is assumed that the Animal Control Officers and the City Clerk’s typical responsibilities will carry forward during an emergency event and may need to be supplemented or expanded depending on the event type.

Additionally, it is assumed that:

- Disasters occur that require citizens to evacuate their home and property which may in turn necessitate the need for sheltering the City’s population, many of whom own domestic animals.
- Some residents will not enter a shelter without their pet(s).
- Approximately 30 to 50 percent of pet owners leave their pets behind when evacuating, even with advance notice.
- 50 to 70 percent of those who leave their pets behind will attempt to rescue them later.
- There is frequently a bond established between animal owners and their animals to the point that the owners may risk their lives to save them. Because of this, it should be anticipated that persons with animals may be reluctant, if not uncooperative, when asked to evacuate without their animals in times of an emergency. Separation of animals and their owners may cause traumatic separation anxiety that may generate conflict and delays.
- During the short-term absence of an owner animals remaining at home must be supplied with assistance.
- Facilities designated as animal housing facilities prior to a disaster may be destroyed or rendered inoperable by the disaster itself, thereby necessitating additional measures to humanely house and care for animal victims.
- Utility, water, sewer, and other infrastructure systems may not be available at housing facilities for several days following a disaster, thereby necessitating alternative arrangements to insure the maintenance of a healthy living environment for the animals.
III. Concept of Operations

A. General

ESF-16 will manage and coordinate all activities/operations involved in animal health emergencies in the City, as requested. This ESF will also provide operational guidelines for the care and support of animals in the event of a disaster.

B. Organization

1. The functional organization structure of this ESF is shown in Figure 16-1, Functional Organization of ESF-16.

![Figure 16-1]

2. Animal Health will be composed of a primary agency Coordinator and other Assistants, as needed. Once the ESF is operational at the EOC it shall function under the direction and control of the Commissioner of Agriculture and will coordinate the activities of Animal Health with the EOC Operations Officer.

3. The Incident Commander will accomplish interagency coordination at the time of a Foreign Animal Disease (FAD) outbreak or a disaster where animals are in peril and need rescue and care. The size and nature of the response will depend on whether a Local, State or Federal disaster declaration has been issued. The first point of contact in the event of an FAD will be the Manchester Health Department.

With a FAD, the State Veterinarian will share incident command duties with the US Department of Agriculture (USDA) – Animal and Plant Health Inspections Services (APHIS) – Veterinarian Services (VS), Area Veterinarian in Charge (AVIC). The request for activation of the EOC and support from State and non-state agencies depends on the disease, its public impact, and the size of the spread and must be activated following the proper channels and should be made on an executive level.
4. Declaration Process of a Foreign Animal Disease (FAD) would occur in the following sequence:

   a. Manchester Police Chief
   b. Manchester Public Health Director
   c. NH Bureau of Bureau of Emergency Management/State EOC
   d. Commissioner of Agriculture, Markets and Food
   e. Governor of the State of New Hampshire
   f. Secretary of Agriculture via Administrators of USDA – APHIS

5. Specialized Teams/Units

   a. Veterinarian Medical Assistance Teams (VMATs) – A component of the National Disaster Medical System (NDMS) and will be activated by the HHS Director of the Office of Emergency Response (OER) in consultation with the American Veterinary Medical Association (AVMA) Coordinator of Emergency Planning.

   b. Euthanasia Team – The Incident Commander would activate the USDA – APHIS – VS team, in the event of a FAD outbreak.

   c. Disposal Team – The Incident Commander for Animal Health would activate this team in the event large numbers of animals or poultry were euthanized during a FAD or in the event of mass animal casualties.


   e. Human Society of the US (HSUS) – Would activate during an animal disaster at the request of the Incident Commander for Animal Health.

   f. NH Federation of Humane Organizations – Would activate during an animal disaster at the request of the Animal Health Incident Commander to support Animal Health operations.

   g. Animal Appraisal Team – Would be activated by the Animal Health Incident Commander during a FAD incident. This team would provide for the appraisal of affected animals, for indemnification purposes, that are culled in an effort to contain the spread of the disease.
h. Disease Surveillance Team – The USDA – APHIS – VS team would be activated by the Animal Health Incident Commander during a FAD incident to assist in disease diagnosis. The Manchester Public Health Director or designee would also participate in this team.

i. Southern New Hampshire Disaster Animal Response Team (SNH DART) – Would activate during an animal disaster at the request of the Incident Commanders for Animal Health.

6. Operational Facilities/Sites

The primary facility for day to day animal sheltering needs is through the Manchester Animal Shelter at 490 Dunbarton Road. Additional shelter locations will need to be identified at the time of emergency and may include other kenneling sites or veterinary offices or hospitals.

C. Notification and Activation

➢ Upon notification the Police Department will notify the EMD of an impending or actual animal/human health emergency posing a significant threat to agricultural health and safety. The EMD will request agency representatives to activate Animal Health operations.

➢ Animal Health may be activated at the request of an appropriate agency through the EMD when an emergency condition exists and requires the support of Animal Health.

➢ Upon activation, the Animal Health representative will implement operating procedures and support agency notifications as outlined in existing protocols.

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

D. Emergency Response Actions

➢ The Police Department will establish operations at the EOC as soon as possible after the notification and activation of Animal Health.

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

➢ Determine response needs and available resources including, but not limited to, identifying animal shelters for large and small animals and resources for those shelters including potable water, food, medical, and cleaning supplies.
If the emergency involves a foreign animal disease outbreak, the ESF representative will coordinate with the Commissioner of Agriculture and BEM to request a Secretary’s Emergency or Extraordinary Emergency Declaration, as appropriate.

Maintain complete logs of actions taken, reports, and resource capabilities and shortfalls.

**E. Recovery Actions**

Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate the operational needs required for site remediation and restoration, as needed. Those requirements will include personnel and resources necessary for sentinel surveillance and monitoring for an extended period time, when necessary.

**F. Deactivation**

Partial deactivation of ESF-16 would occur based upon the extent of the current response and recovery actions and at the discretion of the EM Coordinator. Full deactivation would occur at the termination of the operational elements of Animal Health.

**IV. Roles and Responsibilities**

**A. Primary Agency**

The Police Chief will:

- Coordinate with Communications and Alerting to establish and maintain communications with field operations, as necessary.

- Prioritize resource requests and allocations, as needed, and maintain accurate accounting of all resources.

- Provide traffic control operations and enforce quarantine areas, as requested and available.

- Coordinate with ESF-1: Transportation to provide transportation resources for the movement of response personnel to and from the incident sites.

- Coordinate with ESF-10: Hazardous Materials to support decontamination efforts and burial/burn sites in the affected areas.

- Coordinate with ESF-7: Resource Support in the acquisition of additional personnel, equipment and supplies, as needed.
Quarantine or restrict animal movement, when necessary, for disease control and observation.

Coordinate with ESF-8: Health and Medical Services regarding issues such as, public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.

Coordinate with ESF-8: Health and Medical Services and Public Information for the release of public information regarding animal medical and mental health issues.

Coordinate with ESF-3: Public Works and Engineering and ESF-1: Transportation to assist in the movement and disposal of animal carcasses and site remediation.

Coordinate with Law Enforcement and Security for the following:

1. Security / escorts, as required.
2. Identification of and ensuring the availability of access routes.
3. Coordination of perimeter and traffic control operations.
4. Coordinating law enforcement personnel and resources from non-impacted areas of the area, as the situation warrants.

Establish and ensure the use of bio-security measures, as appropriate.

Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):

1. Status of Containment and Disposal efforts
2. Road closures and traffic control points
3. Statistical information such as:
   - Number of animals culled/destroyed (domestic and wild)
   - Number of infected farms/operations
   - Collateral impacts (e.g., crops)
4. Status of quarantine areas
5. Status of Commissioner’s declaration
6. Unmet needs
7. Allocated resources
8. Economic impacts
9. Status of critical facilities (e.g., communications center, equipment storage sites, operational sites, etc.)
10. Major animal health issues/activities
11. Staffing and resource shortfalls
12. Number of animals sheltered
13. Number of animals treated
14. Number of animals rescued and identified

- Coordinate with ESF 6: Mass Care and Shelter.

**B. Support Agencies**

The Support Agencies will:

- Provide operation support and resources, where appropriate, in support of the management of ESF-16: Animal Health.
- Coordinate agency response activities with the primary agency when performing assigned missions.
- Provide periodic updates regarding agency activities and/or operations.
- Implement interagency agreements as needed to support ESF-16 activities/operations.
- Document all agency activities, personnel and equipment utilization, and other expenditures, as required.

The Public Health Director will:

- Coordinate agriculture and animal health resources, as needed, to support local emergency operations.
- Assist the State Veterinarian with Quarantine or restrict animal movement, when necessary, for disease control and observation.
- Assist with the disposal of pet animal carcasses.
- Coordinate with Health and Medical Services to help ensure the health and safety of City emergency response personnel, including health risk assessment, injury prevention, and mental health services.
- Provide and assist in the dissemination of public health and personal protective actions, as needed.
- Ensure sanitation measures, and the safety of the public’s food and water.
- Assist in epidemiological investigations, including trace backs of infected animals, as needed.
- Provide public health laboratory services, as needed.
☐ Provide alerting, notification, and updating via the Health Alert Network, as needed.

☐ Provide guidance for the diagnosis, prevention, and control of zoonotic diseases.

**The EMD will:**

☐ Establish operations at the EOC as necessary, to assist in the implementation of Animal Health

☐ Coordinate resources, and provide support and agency representatives to State and Federal agencies, as required, in response to incidents/attacks involving agro-terrorism.

**The Public Works Director will:**

☐ Assist with the disposal of large animal carcasses to disposal sites and/or assist in actual disposal operations.

☐ Provide equipment and personnel for the implementation of Animal Health.

**The Mayor will:**

☐ Coordinate press releases and public information.

☐ Coordinate finances required to implement Animal Health.

**The City Clerk will:**

☐ Identify dogs as needed.

**The American Red Cross will:**

☐ Provide crisis counseling services for victims and/or response personnel, as needed or requested.

☐ Assist in the provision of food, water, and rehabilitation services for response personnel.

☐ Provide assistance with Public Affairs Officers, as needed.

☐ Provide American Red Cross volunteers – under the guidance of a veterinarian – with training in pet first aid for the emergency care of injured animals.
Provide animal information and education to the general public and commercial agencies in conjunction with the NH Veterinary Medical Association (NHVMA).

Provide temporary animal shelter candidates with overall shelter management training.

The Southern NH Disaster Animal Response Team will:

- Assist in the implementation of ESF 16: Animal Health as needed and requested.

The Manchester Animal Shelter will:

- Assist in the implementation of ESF 16: Animal Health as needed and requested.

V. References

A. Standard Operating Procedures/Guides (SOPs/SOGs)

None

B. Interagency Agreements/Compacts/Mutual Aid Agreements

None

VI. Attachments

A. Forms

See Appendix F at the end of this EOP
### Appendix A:
#### Acronyms and Abbreviations

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
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<td>ARES</td>
<td>Amateur Radio Emergency Service</td>
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<td>BEM</td>
<td>Bureau of Emergency Management</td>
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<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, and Explosive</td>
</tr>
<tr>
<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<tr>
<td>CERCLA</td>
<td>Comprehensive Environmental Response, Compensation, and Liability Act</td>
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<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
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<tr>
<td>COG</td>
<td>Continuity of Government; also Council of Governments</td>
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<td>COOP</td>
<td>Continuity of Operations</td>
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<td>DES</td>
<td>Department of Environment Services</td>
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<tr>
<td>DFO</td>
<td>Disaster Field Office</td>
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<td>DOD</td>
<td>Department of Defense</td>
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<td>DOE</td>
<td>Department of Energy</td>
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<td>DHHS</td>
<td>Department of Health and Human Services</td>
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<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
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<td>DMCR</td>
<td>Disaster Management Central Resource</td>
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<td>DOJ</td>
<td>Department of Justice</td>
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<td>DOT</td>
<td>Department of Transportation</td>
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<td>DPP</td>
<td>Domestic Preparedness Program</td>
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<td>DRC</td>
<td>Disaster Recovery Center</td>
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<td>DRED</td>
<td>Department of Resources and Economic Development</td>
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<td>EAS</td>
<td>Emergency Alert System</td>
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<td>EMA</td>
<td>Emergency Management Agency</td>
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<td>EMD</td>
<td>Emergency Management Director</td>
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<td>EMI</td>
<td>Emergency Management Institute</td>
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<td>EMS</td>
<td>Emergency Medical Services</td>
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<td>EO</td>
<td>Executive Order</td>
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<td>EOC</td>
<td>Emergency Operations Center</td>
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<td>EOP</td>
<td>Emergency Operations Plan</td>
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<td>EPA</td>
<td>U.S. Environmental Protection Agency</td>
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<td>EPCRA</td>
<td>Emergency Planning and Community Right-to-Know Act</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>FOC</td>
<td>Field Operations Center</td>
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<td>FOG</td>
<td>Field Operating Guide</td>
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<td>FRERP</td>
<td>Federal Radiological Emergency Response Plan</td>
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<td>GIS</td>
<td>Geographical Information Systems</td>
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<td>HAZMAT</td>
<td>Hazardous Material(s)</td>
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<td>IAP</td>
<td>Incident Action Plan</td>
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<td>IC</td>
<td>Incident Commander</td>
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<td>ICC</td>
<td>Incident Command Center</td>
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<td>ICS</td>
<td>Incident Command System</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>IMS</td>
<td>Incident Management System</td>
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<td>JIC</td>
<td>Joint Information Center</td>
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<td>MA</td>
<td>Mutual Aid</td>
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<td>MHz</td>
<td>Megahertz</td>
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<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>NAWAS</td>
<td>National Warning System</td>
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<td>NFA</td>
<td>National Fire Academy</td>
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<td>NFIP</td>
<td>National Flood Insurance Program</td>
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<td>NRP</td>
<td>National Response Plan</td>
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<tr>
<td>NWS</td>
<td>National Weather Service</td>
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<tr>
<td>ODP</td>
<td>Office for Domestic Preparedness (DHS)</td>
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<td>PA</td>
<td>Public Assistance</td>
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<tr>
<td>PDA</td>
<td>Preliminary Damage Assessment</td>
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<td>PDD</td>
<td>Presidential Decision Directive</td>
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<td>PHS</td>
<td>Public Health Service</td>
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<td>PIO</td>
<td>Public Information Officer</td>
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<tr>
<td>PSA</td>
<td>Public Service Announcement</td>
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<tr>
<td>RERP</td>
<td>Radiological Emergency Response Plan</td>
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<tr>
<td>RNAT</td>
<td>Rapid Needs Assessment Team</td>
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<tr>
<td>SARA</td>
<td>Superfund Amendments and Reauthorization Act of 1986 (a.k.a.EPCRA)</td>
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<tr>
<td>SERC</td>
<td>State Emergency Response Commission</td>
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<tr>
<td>SERT</td>
<td>State Emergency Response Team</td>
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<tr>
<td>SITREP</td>
<td>Situation Report (Also Sit-Rep)</td>
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<tr>
<td>SLG</td>
<td>State and Local Guide</td>
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<tr>
<td>SOG</td>
<td>Standard Operating Guide</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
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<tr>
<td>WMD</td>
<td>Weapon(s) of Mass Destruction</td>
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<tr>
<td>WMD-CST</td>
<td>WMD Civil Support Team</td>
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Appendix B:
Terms and Definitions

Aerosol – Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

Amateur Radio – A service of radio communications, performed by persons interested in the radio art solely for personal gain and without pecuniary interest. Operates in the public interest, convenience or necessity, therefore is available for use in emergency situations.

Biological Agents – Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Catastrophic Disaster – For the purposes of this plan, a catastrophic disaster is defined as an event that results in large numbers of deaths and injuries; causes extensive damage or destruction to facilities that provide and sustain human needs; produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long term effect on general economic activity; and severely affects State, local, and private sector capabilities to begin and sustain response activities.

CERCLA Hazardous Substance – A Superfund Hazardous Substance listed in Table 302.4 of 40 CFR Part 302.4, which mandates facilities to comply with specific release notification requirements under CERCLA and Title III. (Reportable Quantity Chemicals).

Chemical Agent – A chemical substance intended to kill, seriously injure, or incapacitate people through physiological effects. Generally, categorized by severity of effect: lethal, blister, and incapacitating.

Chemical Transportation Emergency Center (CHEMTREC) – A chemical information center provided by the Federal Government as a source of first response advice in substance/chemical spills. CHEMTREC can usually put those on scene at an emergency in touch with the product shippers.

Civil Air Patrol (CAP) – A civilian auxiliary of the United States Air Force. The CAP provides volunteer pilots, aircraft, communications and ground personnel for emergency use in search and rescue, messenger service, light transport flights, airborne communications, ground search and reconnaissance support.

Civil Disturbance – The degeneration of a law-abiding group into an unruly, unmanageable and law challenging mob.

Civil Preparedness Guide (CPG) – A FEMA Publication which provides guidance to State and Local Emergency Preparedness Directors and others with emergency responsibilities.

Comprehensive Environmental Response, Compensation, and Liability Act of 1980
**CERCLA** – Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

**Consequence Management** – Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism (Source: Federal Response Plan [FRP] Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the lead agency for consequence management to ensure that the FRP is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.

**Continuity of Government (COG)** – Efforts to maintain the governmental body and identify emergency delegation of authority in accordance with applicable laws, during emergencies or disasters. COG planning ensures continued line of governmental authority and responsibility.

**Continuity of Operations (COOP)** – Efforts in which individual departments and agencies ensure the continuance of essential functions/services during emergencies or disasters. COOP also includes activities involved with relocation to alternate facilities.

**Continuity of Operations (COOP) Plan** – A contingency plan that provides for the deliberate and planned deployment of pre-identified and trained personnel, equipment and supplies to a specific emergency relocation site and/or the transfer of essential functions to another department, agency or organization.

**Crisis Management** – This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, April 1999.)

**Critical Incident Stress Debriefing Team (CISD)** – CISD is counseling and educational group process designed specifically for emergency response workers to mitigate the impact of a critical incident on personnel and to accelerate recovery in normal people experiencing normal reactions to totally abnormal events.

**Cyber-terrorism** – Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation’s critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

**Dam Failure** – Full or partial collapse of a dam constructed to hold back large volumes of water.
**Damage Assessment (DA)** – The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident and chemical explosion.

**Decontamination** – The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

**Disaster** – An event that creates an inability to provide critical functions/services for a significant period of time. Normally this is a widespread event causing destruction and distress; however, while this may include a large-scale event, as in a “natural disaster”, a localized event may present sufficient impact to a jurisdiction to be classified as a disaster.

**Disaster Field Office (DFO)** – The office established in or near the designated area to support Federal and State response operations.

**Disaster Medical Assistance Team (DMAT)** – Team from The Office of the Assistant Secretary for U.S. Health/Office of Emergency Preparedness - National Disaster Medical Assistance (OASH/OEP-NDMS), that assists in providing care for the ill and injured victims at the site of a disaster or emergency.

**Disaster Mortuary Operational Response Team (DMORT)** – Is a federalized team of private citizens associated with the National Foundation for Mortuary Care, that respond under ESF-8, Health and Medical Services through FEMA. The DMORT is responsible for maintaining temporary morgues, victim identification and processing, preparing, and disposing of remains. DMORT also provides technical assistance and personnel to recover, identify, and process deceased victims.

**Disaster Recovery Center (DRC)** – A center established in or near a disaster area to provide information and/or deliver assistance to disaster victims. DRCs are established when a Presidential Disaster Declaration is issued. Local, State, and Federal agencies will staff the DRC (i.e., social services, State public health, and the IRS).

**Disaster Welfare Inquiry (DWI) System** – System set up by the American Red Cross to collect, receive, and report information about the status of victims and assist the family with reunification within the disaster area.

**Distribution Centers** – Facilities operated by local governments, local churches, community based organizations, and voluntary agencies for providing donated goods directly to disaster victims.

**Donations Coordination Center** – An area designated for the coordination of goods, services and volunteers. The Donations Manager/Coordinator, the Volunteer Coordinator, State Donations/Volunteer Coordinator and representatives of participating volunteer agencies will operate from this center. In the event of a declared disaster, the FEMA Donations/Volunteer Coordinator may also operate from this center.
**Donations Coordinator/Manager** – The person designated by the Director of Emergency Management who will coordinate the donations effort. This person will oversee the phone bank, Donations Coordination Center and coordinate efforts of the reception and distribution center(s).

**Emergency** – An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Any occasion or instance in which the Governor determines that State assistance is needed to supplement local response efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat or impact of a catastrophe in any part of the State.

**Emergency Alert System (EAS)** – A voluntary network of broadcast stations and Inter-connecting facilities, which have been authorized by the Federal Communications Commission (FCC) to disseminate information during an emergency, as provided by the Emergency Alert System plan. EAS is made up of AM, FM, and TV Broadcast Stations and non-governmental electronic communications operating in a voluntary organized manner during natural/man-made emergencies or disasters at National, State or local levels.

**Emergency Management (EM)** – A system of organized analysis, planning, decision-making, assignment, and coordination of available resources for the mitigation of preparedness for, response to or recovery from major community-wide emergencies. Refer to local and State emergency legislation.

**Emergency Management Director/Coordinator** – The individual who is directly responsible on a day-to-day basis for the jurisdictions effort to develop a capability for coordinated response and recovery from the effects of disaster.

**Emergency Medical Services (EMS)** – Local medical response teams, usually rescue squads or local ambulance services, which provide medical services during a disaster.

**Emergency Operations Center (EOC)** – A protected site from which government officials and emergency response personnel exercise direction and control in an emergency. The Emergency Communications Center (ECC) is normally an essential part of the EOC.

**Emergency Operations Plan (EOP)** – An all-hazards document, which briefly, clearly, and concisely specifies actions to be taken or instructions to be given in the event of natural disasters, technological accidents, or nuclear attack. The plan identifies authorities, relationships, and the coordinated actions to be taken based on predetermined assumptions, objectives, and existing capabilities.

**Emergency Public Information (EPI)** – Information disseminated to the public primarily in anticipation of an emergency, or at the actual time of an emergency as a means of warning the public of impending danger and/or to provide instruction as to emergency preparedness action to be taken.
**Emergency Response Team (ERT)** – FEMA group, composed of a headquarters element and a regional element that is deployed by the Director, FEMA, to the scene of an extraordinary situation to coordinate the overall Federal response.

**Emergency Support Function (ESF)** – A functional area of response activity established to facilitate the delivery of State or Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety.

**Environment** – Water, air, and land, and the interrelationship, which exists among and between them and all living things.

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

**Exercise** – Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of emergency plan (EOP).

**Facility** – As defined by section 101 of CERCLA, means any building, structure, installation, equipment pipe or pipeline (including any pipe into a sewer or publicly-owned treatment works), well, pit, pond, lagoon, impoundment, ditch, landfill, storage container, motor vehicle, rolling stock, or aircraft, or any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any vessel. For the purpose of the emergency release notification, the term includes motor vehicles, rolling stock, and aircraft.

**Federal Coordinating Officer (FCO)** – The senior Federal official appointed in accordance with P.L. 93-288, to coordinate the overall Federal response and recovery activities.

**Fixed Nuclear Facility (FNF)** – Nuclear power plants. Reactor fuel fabrication or processing plants, test and research reactors or any other facility using or producing large quantities of radioactive material.

**Functional Areas of Responsibility** – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the Local EOP. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services), and the department/agency responsible for providing those services/functions, and the primary tasks/activities associated with the particular service/function (e.g., coordinate the provision of temporary housing assistance). If an ESF has developed a team structure to provide those services the team(s) should be identified. However, the composition and specific of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF template labeled Specialized Units/Teams.
**Governors Authorized Representative (GAR)** – The representative (usually the Director of Emergency Management) of the Governor who coordinates the State response and recovery activities with those of the Federal Government.

**Hazard** – Any situation that has the potential for causing damage to life, property, and the environment.

**Hazard Analysis** – A process used by emergency managers to identify and analyze crisis potential and consequences.

**Hazardous Material (HazMat)** – A substance or material, which may pose an unreasonable risk to safety, health or property.

**Hazardous Waste** – Materials declared by the U.S. Environmental Protection Agency (EPA) to be toxic, corrosive, ignitable or chemically reactive.

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

**Incident Command Post** – The location where primary command functions are made. May be the Emergency Operations Center (EOC), Disaster Field Office (DFO), or Logistical Staging area. As command function transfers so does the Incident Command Post (ICP).

**Incident Command System (ICS)** – A combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as situation requires larger resource, without requiring new, reorganized command structure.

**Infrastructure Protection** – Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

**In-kind Donations** – Donations of goods or materials, such as food, clothing, equipment, and building materials instead of money.

**Job Aid (JA)** – A document or checklist designed to provide the user with help in completing a specific task.

**Joint Information Center (JIC)** – A combined public information office that serves two or more levels of government or Federal, State, local agencies.

**Joint Operations Center (JOC)** – A centralized operations center established by the FBI Field Office during terrorism-related incidents to provide a single point of direction, control, and
coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.

**Lead Agency** – The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

**Lead Federal Agency (LFA)** – The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President’s relevant policy. Specific responsibilities of an LFA vary according to the agency’s unique statutory authorities.

**Local Emergency Management Director/Coordinator** – The local government official responsible for the emergency management program at the local level, county or municipal.

**Local Emergency Planning Committee (LEPC)** – A committee appointed by the State Emergency Response Commission (SERC), as required by SARA Title III, to formulate a comprehensive emergency plan to deal with hazardous materials within its jurisdiction.

**Local Government** – A political subdivision of the State that is usually at the County or municipal levels.

**Major Disaster** – As defined under P.L. 93-288, any natural catastrophe, (including any hurricane, tornado, storm, flood, high water, wind-driven water tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Mass Care** – Efforts to provide shelter, feeding, water, first aid and distribution of relief supplies following a catastrophic or significant natural disaster or other event to disaster victims.

**Memorandum of Agreement/Understanding (MOA/MOU)** – A document negotiated between organizations or legal jurisdictions for mutual aid and assistance in times of need. A MOA/MOU must contain such information as who pays for expense of operations (financial considerations), the party that will be liable for personal or property injury or destruction during response operations (liability considerations), and appropriate statements of non-competition of government resources with private enterprise (commercial considerations).
Mitigation – Mitigation actions eliminate or reduce the probability of some disaster occurrences and also include long-term activities that lessen the undesirable effects of unavoidable hazards or reduce the degree of hazard risk. Some mitigation examples include flood plain management, and public education programs. Mitigation seeks to prevent disasters and to reduce the vulnerability of people to disasters that may strike. Hazard mitigation should follow all disasters.

Mobilization – The rapid assembly, procurement, production or deployment of resources to meet the requirements of a disaster/emergency situation including war.

Multi-Hazard – A functional approach to planning, which treats the numerous emergency management requirements that are present in any disaster situation as common functions. This reveals a broad base foundation of recurring disaster tasks that are common to most disasters. In this manner, planning which concerns an application of the recurring tasks can be used in response to any emergency.

Mutual Aid Agreement – A formal or informal understanding between jurisdictions pledging the exchange of emergency or disaster assistance.

National Contingency Plan (NCP) – Term referring to the National Oil and Hazardous Substances Pollution Contingency Plan. Regulations prepared by the Environmental Protection Agency implement the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the response systems of the Clean Water Act (sec. 311); refer to 40 CFR Part 300.

National Disaster Medical System (NDMS) – A nation-wide medical mutual aid network between the Federal and non-Federal sectors that include medical response, patient evacuation, and definitive medical care.

National Emergency Operations Center (NEOC) – The EOC for DHS/FEMA, which provides a centralized point of direction and control for Federal response operations. (Formerly the National Interagency Emergency Operations Center (NIEOC)).

National Flood Insurance Program (NFIP) – A Federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

National Hurricane Center (NHC) – A Federal tracking center that forecasts and plots the formation and movement of tropical storms. It also alerts appropriate areas of the danger.

National Oceanic and Atmospheric Administration (NOAA) – A Federal agency within the U.S. Department of Commerce, which deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency Management relies heavily on the coastal hazards office of NOAA for storm surge modeling.

National Response Center (NRC) – Established under the Clean Water Act and CERCLA, and operated by the U.S. Coast Guard. The NRC receives and relays notices of discharges or
releases, disseminates reports when appropriate, and provides facilities for use in coordinating a national response action when required.

**National Response Plan (NRP)** – The NRP establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines—homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector—and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents.

**National Response Team (NRT)** – Organization of representatives from 14 Federal agencies with responsibility for national planning and coordination (interagency and inter-jurisdictional) of CERCLA objectives.

**National Security** – Measures taken to protect the Nation from the direct or indirect acts of war, sabotage, or terrorism directed at the United States. These acts include but are not limited to, conventional and unconventional war, chemical, biological and nuclear war or terrorism.

**National Warning System (NAWAS)** – The Federal warning system, used to disseminate warnings of imminent natural disaster or enemy attack to a regional warning system, which passes to the State warning points for action.

**National Weather Service (NWS)** – A Federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

**New Hampshire Emergency Operations Plan (State EOP)** – The State plan designed to cover all natural and man-made emergencies and disasters that threaten the State.

**Non-persistent Agent** – An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

**Nuclear Regulatory Commission (NRC)** – The Federal agency tasked with oversight and regulation for all domestic nuclear devices, plant processes and construction.

**Operational Period** – A period of time set for execution of operational actions specified in the Incident Action Plan. Traditionally these periods are initially 12 to 24 hours in length. As the incident winds down, they may cover longer periods of activity.

**Persistent Agent** – An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud...
tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plume – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

Preliminary Damage Assessment (PDA) – An assessment of damage taken immediately following a disaster or potential disaster. Emphasis is on high-level infrastructure such as roads and power production.

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

Primary Agency – An agency, organization or group designated as an ESF primary agency serves as the executive agent under the Local EOP to accomplish the assigned ESF Mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements. Certain ESFs may have more than one agency designated in which cases they would be identified as “co-primary” agencies.

Promulgate – To promulgate, as it relates to the Local Emergency Operation Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the Local EOP as the emergency operations plan for the jurisdiction.

Public Health – A common function in multi-hazard planning, which focuses on general health and medical concerns, under emergency conditions, including provisions for accomplishing those necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

Public Information Officer (PIO) – The person tasked with preparing all information for dissemination to the media or to the public.

Radiation – High-energy particles or gamma rays that are emitted by an atom, as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Radio system – A combination of electrical and electronic equipment, including but not limited to radios, consoles, mobile units, towers, antennas, generators, etc., which together enable communications between desired points.
**Reception Center** – A donations management facility to receive specific, undesignated or unsolicited goods such as food, water, clothes, and building supplies.

**Recovery** – Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community, and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved state of affairs. Examples of recovery actions are provision of temporary housing, restoration of government services, and reconstruction of damaged areas.

**Release** – Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing into the environment (including abandonment or discarding barrels, containers, and other closed receptacles) of any Hazardous Chemical, Extremely Hazardous Substance, or CERCLA Hazardous Substance.

**Resource Agencies, Organizations or Groups** – Other agencies, organizations, groups, and individuals, not assigned as primary or support to an ESF may have authorities, expertise, capabilities, or resources required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF, and/or provide services and resources. (Resources provide personnel and/or stuff (equipment, resources or supplies)).

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

**Revised Statutes Annotated (RSAs)** – The specific form of State Law, codified and recorded for reference.

**Shelter** – A facility to house, feed, and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

**Staging Area (SA)** – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

**Standard Operating Guide (SOG)** – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).
Standard Operating Procedures (SOP) – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

State Coordinating Officer (SCO) – The representative of the Governor (usually the Director/Coordinator of Emergency Management) who coordinates the State response and recovery activities with those of the Federal Government. See GAR Governor’s Authorized Representative.

State Emergency Response Commission (SERC) – Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing Local Emergency Planning Committees (LEPC).

State Emergency Response Team (SERT) – A team of senior representatives of State agencies, State level volunteer organizations, and State level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

State Warning Point (SWP) – The State facility (NH State Police Communications Center) that receives warnings and other emergency information over NAWAS and relays this information in accordance with current directives.

Subject Matter Experts (SMEs) – Other agencies, organizations, groups, and individuals, have authorities, technical expertise, and/or capabilities required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF, and/or provide services.

Superfund – Trust fund established under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and extended under the 1986 Superfund Amendments and Reauthorization Act (SARA) to provide money for cleanups associated with inactive hazardous waste disposal sites. (See CERCLA Superfund Amendments and Reauthorization Act of 1986 (PL99-499) SARA. Extends and revises Superfund authority (in Title I & II). Title III of SARA includes detailed provisions for community planning and Right-To-Know systems.

Support Agency – An agency, organization or group that provides an essential function or service critical to the ESF and has a requirement in the decision process for the conduct of the operation using its authorities and determines priorities in providing cognizant expertise, capabilities, and resources.

Task Force – A group of resources with shared communication and leader. It may be pre-established and sent to an incident or it may be created at the incident.

Terrorism – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political
Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

**Title III (of SARA)** – The "Emergency Planning and Community Right-to-Know Act of 1986." Specifies requirements for organizing the planning process at the State and local levels for specified extremely hazardous substances; minimum plan content; requirements for fixed facility owners and operators to inform officials about extremely hazardous substances present at the facilities; and mechanisms for making information about extremely hazardous substances available to citizens. (42 USC annotated, sec. 1101, et. seq.-1986)

**Trans-species Infection** – Infection that can be passed between two or more animal species. This may include human hosts.

**Toxicity** – A measure of the harmful effects produced by a given amount of a toxin on a living organism.

**Ultra high frequency (UHF)** – Ranges from 300 MHz to 3000 MHz. For public safety use, defines the frequency sub bands of 450-512 MHz and 800-900 MHz. Also includes 960 MHz and 2 GHz microwave sub bands.

**Undesignated/Unsolicited donation** – Unsolicited/undesignated goods are those donations that arrive in the State but have not been requested by an agency.

**Unified Command** – A team that allows all agencies (with geographical or functional responsibility for the incident) to co-manage an incident through a common set of objectives and strategies. Agencies' accountability, responsibilities, and authorities remain intact.

**Very high frequency (VHF)** – Ranges from 30 MHz to 300 MHz. For public safety use, defines the frequency sub bands of 30-50 MHz and 150-174 MHz.

**Vital Records** – Records or documents, for legal, regulatory, or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization’s ability to conduct business or provide essential services.

**Vulnerability** – Susceptibility to a physical injury or attack. Vulnerability refers to the susceptibility to hazards.

**Vulnerability Analysis** – A determination of possible hazards that may cause harm. Should be a systemic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, emergency services, security, and safety systems at a particular facility or within a jurisdiction.

**Warning Point** – A facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.
**Weapons-Grade Material** – Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

**Weapon of Mass Destruction** – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more 0.5 inch in diameter; any combination of parts either designed or intended for use in converting any device into any destructive device described above and from which a destructive device may be readily assembled.
## Appendix C: Authority of Emergency Response Agencies

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Appendix D:
Hazard Analysis & Assessment

(Please see City of Manchester Hazard Mitigation Plan)
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# Appendix E: Resource Inventory

## Local Resource Inventory Listing

### Animals and Agricultural

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<td>Home Medical Equipment</td>
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## Public Information

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**Volunteers and Donations**

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Appendix F:
FORMS
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### Chronological Event Log

**Position:** _______________________________

**Name:** _______________________________

**Date:** _______________________________

**Assigned Facility:** _______________________________

**Event Name:** _______________________________

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# INCIDENT REPORT

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## Description of Incident

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## Community EOC and Shelter Status

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## Comments

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Appendix F: Forms
# STATE OF NEW HAMPSHIRE
## LOCAL GOVERNMENT SITUATION REPORT
### OFFICE OF EMERGENCY MANAGEMENT

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**REPORTED BY**

**TELEPHONE**

**TIME**

## 1. OVERALL EMERGENCY CONDITION
- (a) N/A
- (b) Minor
- (c) Significant
- (d) Major

## 2. CASUALTIES
- (provide latest cumulative figures)
- (a) Fatalities
- (b) Injuries
- (c) Missing
- (d) None

## 3. EOC ACTIVATION
- (a) Closed
- (b) Partial
- (c) Full

## 4. EMERGENCY ORDERS
- (a) Emergency Declared
- (b) Evacuation Ordered
- (c) Driving Ban
- (d) Curfew

## 5. MUTUAL AID RECEIVED FROM
- (a) Police
- (b) Fire
- (c) Public Works
- (d) Medical
- (e) Other

## 6. SHELTER STATUS
- (a) Location
- (b) Open/Closed
- (c) Managed By (Red Cross or Local)
- (d) # People

## 7. DAM/RIVER STATUS

## 8. ROAD/BRIDGE STATUS
- Road(s)
  - (a) Blocked
  - (b) Washed out
  - (c) Flooded
  - (d) Closed (Give Location)
- Bridge(s)
  - (a) Blocked
  - (b) Washed out
  - (c) Flooded
  - (d) Closed (Give Location)

## 9. DAMAGE REPORT

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* Check one or give numbers if available

## 10. REMARKS:

## 11. ASSISTANCE REQUESTED:

- Name/Title of Contact: ____________________________
- Telephone: ____________________________
# City of Manchester Emergency Shift Schedule

**Date:** __/__/__  
**“A” Shift Hours:** __:__ to __:__  
**“B” Shift Hours:** __:__ to __:__

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<td>B. Standard Operating Procedures/Guides</td>
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### Co-Primary Agencies:
- Manchester Fire Department
- Manchester Health Department
- Manchester Police Department

### Support Agencies:
- Office of the Mayor
- Board of Alderman
- Manchester Highway Department
- Manchester Transit Authority
- Manchester City Information Systems
I. Introduction

A. Purpose

1. This Terrorism Annex is to ensure that the Community Emergency Operations Plan (EOP) is adequate to respond to threats of and acts of terrorism within the City. This document:
   a. Defines response and recovery actions.
   b. Generally describes operational procedures.
   c. Defines Emergency Support Functions.

2. The City of Manchester will use established response and recovery policies, plans, and procedures/guides for both initial and continuing response and recovery actions at the local, State, and Federal levels.

B. Scope

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

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

C. Structure

1. The Terrorism Annex to the EOP is a compendium on the management of terrorist incidents. It focuses on the management of the event as well as linkage to the response and recovery actions to terrorist incident(s).
   a. **Response actions** includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

      1. The laws of the United States assign primary authority to the Federal Government to prevent and respond to acts of terrorism; State and local governments provide assistance, as required.

      2. Response actions are predominantly law enforcement oriented and address both initial and continuing actions associated with the terrorist event.
   
   b. **Recovery actions** include measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the terrorism event.
1. The laws of the United States assign primary authority to the States to respond both initially and on a continuing basis to the recovery requirements of terrorism; the Federal Government provides assistance as required.

2. Recovery actions can and often do, operate concurrently with Response Actions. Figure 1 illustrates the relationships between the two components and is based on a unified command or management organizational structure.

Figure 1 - The relationships between response and recovery action management
II. Terrorism Hazards

A. Hazard Analysis and Assessment

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

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

3. A summary of City’s Hazard Analysis and Assessment can be found in the Administrative Element of the Basic Plan (Appendix D).

B. Situation

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

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

a. Incendiary/Explosives – The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Projectiles
and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events, also can cause explosions and fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

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

c. **Biological** – Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent
attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Table 1.

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</tr>
<tr>
<td>Unusual Liquid, Spray, Vapor, or Powder</td>
</tr>
<tr>
<td>• Spraying; suspicious devices, packages, or letters</td>
</tr>
</tbody>
</table>

*Table 1. General Indicators of Possible Biological Agent Use*
d. **Chemical** – Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in **Table 2**. Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

<table>
<thead>
<tr>
<th>Stated Threat to Release a Chemical Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unusual Occurrence of Dead or Dying Animals</strong></td>
</tr>
<tr>
<td>For example, lack of insects, dead birds</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complaint of Product Tempering</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unexplained/Unusual odor</td>
</tr>
<tr>
<td>• Unusual taste</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unexplained Casualties</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Multiple victims</td>
</tr>
<tr>
<td>• Surge of similar 911 calls</td>
</tr>
<tr>
<td>• Serious illnesses</td>
</tr>
<tr>
<td>• Nausea, disorientation, difficulty breathing, or convulsions</td>
</tr>
<tr>
<td>• Definite casualty patterns</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unusual Liquid, Spray, Vapor, or Powder</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Droplets, oily film</td>
</tr>
<tr>
<td>• Unexplained odor</td>
</tr>
<tr>
<td>• Low-lying clouds/fog unrelated to weather</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suspicious Devices, Packages, or Letters</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unusual metal debris</td>
</tr>
<tr>
<td>• Abandoned spray devices</td>
</tr>
<tr>
<td>• Unexplained munitions</td>
</tr>
</tbody>
</table>

**Table 2. General Indicators of Possible Chemical Agent Use**
e. **Nuclear and radiological** – The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Table 3 lists some indicators of a radiological release.

<table>
<thead>
<tr>
<th>Stated Threat to Deploy a Nuclear or Radiological Device</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Presence of Nuclear or Radiological Equipment</strong></td>
</tr>
<tr>
<td>• Spent fuel canisters or nuclear transport vehicles</td>
</tr>
<tr>
<td><strong>Radiological Sickness Symptoms</strong></td>
</tr>
<tr>
<td>• Burns, nausea, hair loss</td>
</tr>
<tr>
<td><strong>Detonation of a Nuclear Device</strong></td>
</tr>
<tr>
<td><strong>Nuclear Placards/Warning Materials Along with Otherwise</strong></td>
</tr>
<tr>
<td><strong>Unexplained Casualties</strong></td>
</tr>
</tbody>
</table>

**Table 3: General Indicators of Possible Nuclear Weapon/Radiological Agent Use**

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

1) Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.

2) Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.

3) Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.
f. **Cyber-terrorism** – Cyber-terrorism involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life, or against a nation’s critical infrastructures in order to intimidate or coerce a government or civilian population to further political or social objectives (FBI NIPC, Congressional testimony, August 29, 2001). As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks, and other forms of attack rather than addressing issues related to contingency and consequence management planning.

<table>
<thead>
<tr>
<th>Stated Threat of a Cyber-terrorism Attack</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Detection of a Computer Virus by a Software Program</td>
<td></td>
</tr>
<tr>
<td>Unexplained Malfunctioning of a Computer Control System That Could Result in Injury or Death</td>
<td></td>
</tr>
<tr>
<td>• 9-1-1 System</td>
<td></td>
</tr>
<tr>
<td>• Streetlights</td>
<td></td>
</tr>
<tr>
<td>• Air Traffic Control System</td>
<td></td>
</tr>
<tr>
<td>Collapse of Infrastructure Computer System</td>
<td></td>
</tr>
<tr>
<td>• Electric Power Grid</td>
<td></td>
</tr>
<tr>
<td>• Nuclear Power Plant</td>
<td></td>
</tr>
<tr>
<td>• Water Treatment Plant</td>
<td></td>
</tr>
<tr>
<td>Collapse of Vital Computer Databases</td>
<td></td>
</tr>
</tbody>
</table>

*Table 4: General Indicators of Possible Cyber-terrorism Attack*
g. **Agro-terrorism** – Any terrorist act using biological agents, achieved by poisoning the food or water supplies or by introducing diseases among livestock. This can involve the use of chemical or biological agents.

<table>
<thead>
<tr>
<th>Stated Threat to Release a Chemical/Biological Agent into the Agriculture Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unusual Liquid, Spray, Vapor or Powder</strong></td>
</tr>
<tr>
<td><strong>Unexplained Presence of Dead or Dying Animals, Birds and/or Insects</strong></td>
</tr>
<tr>
<td><strong>Presence of Abandoned Spray Devices</strong></td>
</tr>
</tbody>
</table>

**Table 5: General Indicators of Possible Cyber-terrorism Attack**

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

a. **Low-Tech Devices and Delivery** – Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried. Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need to consider the level of security presently employed on ships, trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.
b. **Infrastructure Attacks** – Potential attacks on elements of the nation’s infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.

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

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

A. Situation

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

2. When directed, the Manchester Police and Fire Department will coordinate with the support agencies to identify potential requirements and, if necessary, with the Emergency Management Director to implement increased readiness operations.

B. Planning Assumptions

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

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

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

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

A. **General**

1. Response and Recovery actions to terrorist events will be conducted in accordance with established policies, plans, procedures, and guides.
   
   a. The Manchester Police and Fire Departments will maintain the Town’s lead responsibility for response management to threats or acts of terrorism.
   
   b. The Manchester Police and Fire Departments have shared responsibility for all recovery actions.

2. The *City of Manchester EOP – Terrorism Annex* provides a graduated flexible response and recovery actions to the full range of incidents.

3. An act of terrorism exceeding the local capability to resolve automatically goes to the state level for assistance.

B. **Organization**

1. *Functional Organization – Figure 2, EOC Organization Chart*, details the overall response structure of the EOC involving the threat of or actual occurrence of a terrorist incident in the City of Manchester. Direction and control remains the responsibility of the Manchester Police and Fire Departments with implementation and coordination conducted by the Emergency Management Director.
Interagency Coordination

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

Specialized Teams/Units

a. Manchester Police Civil Disturbance Team: A regional Police unit whose skills and resources could be used to mitigate and respond to the affects of a terrorist incident in the region.

b. 14th CST: In the event federal resources were available, the National Guard has specialty units available for terrorist events.

c. Manchester Fire Hazardous Materials Team: A regional hazardous material team whose skills and resources could be used to mitigate the affects of a terrorist incident in the region.
4. **Operational Facilities/Sites**

   a. **FBI – Joint Operations Center (JOC)** – A centralized operations center established by the FBI Field Office/Resident Agent during terrorism-related incidents to provide a single point of direction, control, and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.

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

   b. **Joint Information Center (JIC)** - A combined public information center that serves two or more levels of government or Federal, State, and local agencies. During a terrorist incident, the FBI will establish and maintain this facility.

   c. **Community EOC located at the Fire Department Headquarters.**

C. **Warning**

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

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

   3. The Manchester Police and Fire Departments and the EMD will be notified of any suspected terrorist threats or incidents in the City of Manchester.

   4. The FBI will notify State and City enforcement officials regarding potential terrorism threats.
D. Notification and Activation

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

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

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

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

5. Based upon the information received, the local EMD will determine the operational level of the local EOC and notify the Primary and/or Co-primary Agencies for each of ESFs, as appropriate.

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

E. Communications

1. ESF-2, Communications and Alerting is tasked with the responsibility to establish and maintain a secure communications capability for the City, which includes voice, data, video, and fax.

2. Under the Community EOP ESF-2, Communications and Alerting will coordinate measures to ensure communications interoperability among the City’s response agencies.

F. Plan Implementation

1. Response Actions

   a. Local Lead Agency assignment for Response Actions is the City of Manchester’s Police and Fire Departments for general threats or acts of terrorism within the City of Manchester.

   b. State Lead Agency assignment for Response Actions is the Department of Justice (DOJ)/Office of the Attorney General (AG) /NH State Police
for general threats or acts of terrorism within the State of New Hampshire.

c. Response actions specific to certain types of terrorist acts can require a shared lead responsibility with additional agencies, which have the skills and resources that can assist in defining, responding to, and managing the event. Such shared responsibilities would be:

1. Biological, Nuclear, Radiological, and food and product tampering terrorist acts the shared lead is with the Department of Health and Human Services (DHHS).

2. Chemical, Incendiary and Explosive terrorist acts shared lead is the Department of Safety – Fire Marshal’s Office.

3. Agro-terrorist acts shared lead is the Department of Agriculture, Markets and Food.

4. Cyber-Terrorism shared lead is the Department of Administrative Services, Division of Information Management.

d. Federal Actions:

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

2. Recovery Actions

a. The City of Manchester Police and Fire Departments shall ensure that the City of Manchester EOP is adequate to recover from the consequences of terrorism.

b. The City of Manchester Police and Fire Departments, with the support of all agencies in the City of Manchester EOP, shall act in support of the response team, until such time as the Department of Justice/Attorney General/NH State Police shall transfer the Lead Agency role to BEM.
G. Incident Phases

1. Pre-Incident

   a. A credible or significant threat may be presented in verbal, written, intelligence-based or other form.

   b. In response to a credible or significant threat involving CBRNE/WMD/Cyber- or Agro-terrorism, the City of Manchester Police and Fire Departments and the Emergency Management Director initiates a threat assessment process that involves close coordination with local, State and Federal agencies with technical expertise, in order to determine the viability of the threat from a technical, as well as tactical and behavioral standpoint.

   c. The Manchester Police Department maintains contact listing of law enforcement, State and Federal agencies and provides the initial notification to other State law enforcement authorities, State agencies as well as the FBI of a threat or occurrence of terrorism.

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

   a. The Manchester Police Department will contact local, State and Federal agencies and provide the initial notification to other law enforcement authorities, state agencies as well as the FBI of the confirmed presence of an explosive device, WMD, Cyber- or Agro-terrorism threat, capable of causing a significant destructive event, prior to actual injury or property loss (e.g., a significant threat).

   b. If an act of terrorism becomes imminent, and causes the Governor to direct BEM to implement a State EOP, then BEM will initiate procedures to activate additional ESFs and a Disaster Field Office (DFO) if necessary). Coordination will be conducted from the designated State facility.

   c. As the situation warrants, the EMD will coordinate with the Mayor or his/her designee regarding the need to activate the City of Manchester’s Continuity of Operations (COOP) and/or Continuity of Government (COG) plans, as appropriate.

3. Post-Incident

   a. An incident is defined as follows:

      1. The detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in limited injury or
death (e.g., limited consequences / State and local response and recovery).

2. Or the detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in substantial injury or death (e.g., major consequences / Federal response).

b. Once an incident has occurred, the Manchester Police and Fire Department will provide a Liaison to the local EOC and/or the FBI JOC, as needed.

c. The NH State Police will contact local, State, and Federal agencies of the detonation of an explosive device, using a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event.

d. It is feasible to have recovery operations begin while response operations are continuing. The EMD will coordinate with the appropriate local, State, and Federal agencies in determining when recovery operations will commence. Recovery operations include, but are not limited to, the following activities/functions:

1. Site Decontamination
2. Site Demolition or Restoration
3. Memorial Services
4. Victim Compensation and Disaster Assistance
5. Temporary Housing Assistance
6. Long-term Medical Monitoring and Surveillance

e. The City of Manchester Police and/or Fire Department will coordinate with the NH State Police and FBI to determine the appropriate point at which, the scene will transition from the response and search and rescue phase to a criminal investigation phase.

f. The City of Manchester Police Department, in coordination with the NH State Police will coordinate with DOJ to initiate victim assistance programs, as appropriate.

4. **Deactivation**

a. If an act of terrorism does not occur, the responding elements will deactivate when the City of Manchester Police and/or Fire Department, in consultation with the NH State Police and the Governor, issues a cancellation notification to the appropriate ESF agencies.

b. If an act of terrorism does not occur, the responding elements will deactivate when the EMD, in consultation with the City of Manchester Police and/or Fire Department, issues a cancellation notification to the
appropriate ESF agencies. ESF agencies will coordinate with the EOC Operations Officer and deactivate according to establish SOPs/SOGs.

c. If an act of terrorism occurs, then each ESF structure deactivates at the appropriate time according to established SOPs/SOGs. Following ESF deactivation, operations by individual State agencies may continue, in order to support the affected local governments with long-term hazard monitoring, environmental decontamination, and site restoration (clean-up).

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

*Figure 3 - Alignment of Operational Levels with FBI Threat Levels*
H. Roles and Responsibilities

General

1. Upon activation of City of Manchester EOP (either in whole or in part), City departments designated as a Primary, Co-primary, and/or Support Agency for the ESFs will effectively carry out their missions and assigned roles and responsibilities, as directed/requested.

2. All of the ESFs will provide support within the scope of their agencies’ statutory authority and assigned mission.

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

1. The City of Manchester Police Department: is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:

   a. Serves as the primary agency for criminal activity, investigations, and prosecution.

   b. Works closely with NH State Police, DOJ, FBI with respect to terrorist acts.

   c. Provides liaison personnel to the local EOC at terrorist incidents.

   d. Coordinates the threat assessment.

   e. Assists the NH State Police and FBI with crime scene management.

   f. Conducts victim interviews and collect information and/or description of perpetrator

   g. Coordinates closely with state law enforcement authorities and other State agencies for law enforcement resolution.

   h. Establishes and maintains a secure communications capability to include voice, data, and fax.

   i. Provides security and integrity of the City’s Energy infrastructure.

   j. Disseminates threat information with designated ESFs and other local/state departments, as appropriate.

   k. Provides training to emergency response personnel that includes but is not limited to the following:
1. Crime scene preservation.
2. Evidence collection and chain of custody.
3. Victim interviews.

l. Coordinates with ESF-2, Communications and Alerting regarding tracing/investigating Cyber-terrorist attacks and securing affecting sites.

m. Coordinates with ESF-6, Mass Care and Shelter to provide information about a potential perpetrator of a terrorist incident.

n. Coordinates with ESF-8, Health and Medical Services regarding epidemiological/criminal investigations for bioterrorism, nuclear, and radiological terrorism incidents.

o. Coordinates with ESF-16, Animal Health regarding epidemiological/criminal investigations for incidents involving Agro-Terrorism.

p. Assumes the shared role with Manchester Fire Department and Manchester Health Department in the response and recovery of a biological terrorist incident, to include:

1. Disease control and prevention.
2. Epidemiological investigation.
3. Quarantine and isolation.
4. Identification of the biological agent.
5. Secure laboratory services.
7. Management of immunization clinics.

q. If State or Federal agencies are involved, then the Manchester Police Department also coordinates with them. The Manchester Police Department is responsible for the incident site and may modify its Command Post to function as a Joint Operations Center (JOC).

r. The JOC structure includes the following standard groups:

1. Command
2. Operations
3. Support
4. Recovery

s. Representation within the JOC may include Federal, State, and local agencies with support roles. Selected Federal, State, and local agencies may be requested to serve in the JOC Command Group, the JOC Support group/Media component, and the JOC Recovery Management Group (see Figure 3, shaded area).
t. To maintain consistency in the management of the incident the JOC should continue to operate as structured, however, leadership of the JOC may pass to FBI dependent on the situation. Local and State Police and state agencies in support of the JOC will continue to operate, but under FBI role designation and direction.

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

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

2. **The City of Manchester Fire Department:** is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:

   a. Establish and maintain a secure communications capability to include voice and data.
b. Coordinate additional assistance and resources from unimpacted jurisdictions to include but not limited to the following:

1. Detection and monitoring equipment
2. Decontamination equipment and supplies

c. Coordinate the provision of decontamination assistance to hospitals, first responders and, when necessary, private facilities.

d. Assist in the overall management, response, and recovery of terrorist incidents involving radiological materials, to include:

   1. Detection, recovery, and disposal of on-scene radioactive debris
   2. Identification of isotope(s)
   3. Plume projections
   4. Recommendations on protective actions
   5. Determination of health risk/consequences to the public and first responders.

e. Assume the shared role with the Manchester Health Department and Manchester Police Department in the response and recovery of a biological terrorist incident, to include:

   1. Disease control and prevention.
   2. Epidemiological investigation.
   3. Quarantine and isolation.
   4. Identification of the biological agent.
   5. Secure laboratory services.
   7. Management of immunization clinics.

f. Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.

g. For Hazardous Materials events, establish decontamination of contaminated victims and emergency response personnel.

h. Implement the Mass Inoculation Plan, as appropriate.

i. Provide detection and monitoring services, equipment and personal protective equipment (PPE), as needed.

j. Establish and maintain environmental health hazards remediation, as needed.

The City of Manchester Health Department will:

a. Assist in the efforts to ensure there is no uptake of chemical, radiological or biological agents into the food chain or the food supply.
b. Assume the shared role with the Manchester Fire Department and Manchester Police Department in the response and recovery of a biological terrorist incident, to include:

1. Disease control and prevention.
2. Epidemiological investigation.
3. Quarantine and isolation.
4. Identification of the biological agent.
5. Secure laboratory services.

c. Management of immunization clinics.

d. Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.

e. Implement plans and procedures to prevent, contain, and/or mitigate the chemical, biological, or radiological agent introduced into the agricultural and livestock environment.

f. In the event, an Agro-Terrorism incident involves a zoonotic disease, coordinate with ESF-8, Health and Medical Services to address the public health risks and for the dissemination of emergency public health information/personal protective actions that may be necessary.

g. Coordinate with ESF-10, Hazardous Materials to ensure safe entry to the incident site, as necessary.

h. Coordinate with ESF-13, Law Enforcement and Security regarding epidemiological/criminal investigations, as needed.

The Emergency Management Director will:

a. Provide information to the Selectmen for press releases

b. Provide information to the Joint Operations Center for media and public information

The City of Manchester Highway Department will:

a. Establish and maintain the security and integrity of the Town’s road and bridge infrastructure.

The Mayor / Board of Alderman will:

a. Serve as primary public information source until event is classified as a terrorist act and media releases are assumed by Joint Operations Center (JOC) Media operations.
b. Liaison with the JOC Media/Public Information Officer (PIO) and assist as needed/directed regarding the collection and dissemination of public information.

c. Assist JOC in keeping media and public informed through JOC designated and approved briefings and press conferences.

I. **Interagency Coordination**

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

   a. FBI Joint Operations Center (JOC)
   b. Local Emergency Operations Center (EOC)
   c. Other Law Enforcement Command Posts
   d. Other Community’s EOCs
   e. FEMA IOF / DFO

VI. **Authorities & References**

A. **Plans**

2. City of Manchester Radiological Emergency Response Plan (RERP)
3. City of Manchester Hazardous Materials Annex
4. Homeland Security Needs Assessment for City of Manchester

B. **Standard Operating Procedures/Guides**

1. City of Manchester Police Department Standard Operating Procedures
2. City of Manchester Fire Department Standard Operating Procedures