

# *Town of Goffstown, NH*



Gregg Falls Dam, Goffstown, NH

## *Emergency Operations Plan*

### *2008*

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TOWN OF GOFFSTOWN,  
NEW HAMPSHIRE

EMERGENCY OPERATIONS PLAN

2008

**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

**TABLE OF CONTENTS**

**Page**

Table of Contents ..... i  
Record of Revisions and Changes ..... iv  
Statement of Promulgation ..... v  
Annual Concurrence ..... vi  
Foreword ..... vii  
Signatories to the Town of Goffstown Emergency Operations Plan (EOP)..... viii

***I. INTRODUCTION***

A. Purpose .....1  
B. Scope.....2  
C. Structure .....2  
D. ESF Descriptions .....5

***II. SITUATION AND PLANNING ASSUMPTIONS***

A. Situation .....8  
B. Planning Assumptions .....13  
C. Hazard Analysis and Assessment .....14

***III. CONCEPT OF OPERATIONS***

A. General .....15  
B. Plan Implementation .....15  
C. Phases of Emergency Management .....16  
D. Organization and Assignment of Responsibilities .....17  
E. Administration, Finance, and Logistics .....27  
F. Notification .....29  
G. Activation and Deployment .....30  
H. State to Local, State, and Federal Interface .....30  
I. Continuity of Operations .....31  
J. Continuity of Government .....32  
K. Recovery and Deactivation .....32

**IV. PLAN MANAGEMENT**

A. Development .....33  
B. Maintenance .....33  
C. Document Control.....34  
D. Training and Exercises.....34

**V. AUTHORITIES AND REFERENCES**

A. Statutes and Regulations .....35  
B. References .....35

**EMERGENCY SUPPORT FUNCTIONS (ESF)**

1. Transportation .....36  
2. Communications and Alerting .....42  
3. Public Works and Engineering .....48  
4. Fire Fighting.....53  
5. Information and Planning .....57  
6. Mass Care and Shelter .....62  
7. Resource Support .....69  
8. Health and Medical Services .....76  
9. Search and Rescue .....81  
10. Hazardous Materials .....85  
11. Food and Water.....90  
12. Energy .....96  
13. Law Enforcement and Security.....100  
14. Public Information .....105  
15. Volunteers and Donations.....112  
16. Animal Health.....117

**HAZARD - SPECIFIC ANNEXES**

*(These Hazard-Specific Annexes will be kept in conjunction and in close proximity to this plan)*

HazMat Plan.....122  
NH State Prison (W) Emergency Plan.....123  
Terrorism Annex.....124  
Gregg’s Falls EAP .....152  
Hazard Mitigation Plan.....153

**ADMINISTRATIVE APPENDICES**

A. List of Acronyms/Abbreviations.....154  
B. Terms and Definitions.....157  
C. Authorities of Emergency Response Agencies.....179  
D. Hazard Analysis and Assessment .....181  
E. Resource List .....189  
F. Forms .....194  
G. List of Plans .....199



**STATEMENT OF PROMULGATION**

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

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

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

The Town of Goffstown, NH Emergency Operations Plan is adopted effective this day, the \_\_\_\_\_ of \_\_\_\_\_, 2008.

\_\_\_\_\_  
Nicholas Campasano, Chairman  
Board of Selectmen

\_\_\_\_\_  
Scott Gross, Vice Chairman  
Board of Selectmen

\_\_\_\_\_  
Vivian Blondeau  
Board of Selectmen

\_\_\_\_\_  
John Caprio  
Board of Selectmen

\_\_\_\_\_  
Philip A. D’Avanza  
Board of Selectmen

\_\_\_\_\_  
Chief Patrick Sullivan  
Emergency Management Director

**ANNUAL CONCURRENCE**

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

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

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

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

**TYPED NAME:** Chief Patrick Sullivan  
Emergency Management Director

**CONCURRENCE OF APPROVAL:**

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

**TYPED NAME:** Nicholas Campasano  
Chairman, Board of Selectmen

**SELECTMEN:**

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

**TYPED NAME:** Scott Gross  
Vice Chairman, Board of Selectmen

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

**TYPED NAME:** Vivian Blondeau  
Board of Selectmen

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

**TYPED NAME:** John Caprio  
Board of Selectmen

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

**TYPED NAME:** Philip D'Avanza  
Board of Selectmen

**FOREWORD**

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

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

---

Nicholas Campasano, Chairman,  
Goffstown Board of Selectmen

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

\_\_\_\_\_  
**Chairman, Board of Selectmen**

\_\_\_\_\_  
**Town Administrator**

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

\_\_\_\_\_  
**Police Chief**

\_\_\_\_\_  
**Fire Department/EMS Chief**

\_\_\_\_\_  
**Library Director**

\_\_\_\_\_  
**Public Works Director**

\_\_\_\_\_  
**Town Clerk**

\_\_\_\_\_  
**School Superintendent**

\_\_\_\_\_  
**Goffstown Food Network**

\_\_\_\_\_  
**Goffstown Truck Center**

\_\_\_\_\_  
**Community Emergency Response Team**

\_\_\_\_\_  
**Greater Manchester American Red Cross**

\_\_\_\_\_  
**Manchester Health Department**

\_\_\_\_\_  
**Saint Anselm College**

\_\_\_\_\_  
**Manchester Water Works**

\_\_\_\_\_  
**Goffstown Village Water Precinct**

\_\_\_\_\_  
**Grasmere Village Water Precinct**

\_\_\_\_\_  
**Salvation Army**

## ***I. Introduction***

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

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

It is the intention of the Town of Goffstown 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. Town of Goffstown emergency response operations will be organized and managed under the Incident Command System (ICS) recognized by the National Incident Management System. The Town of Goffstown will continue to develop and refine the Emergency Operations Plan to comply with NIMS requirements as they are developed in the future.

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

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

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

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

***B. Scope***

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

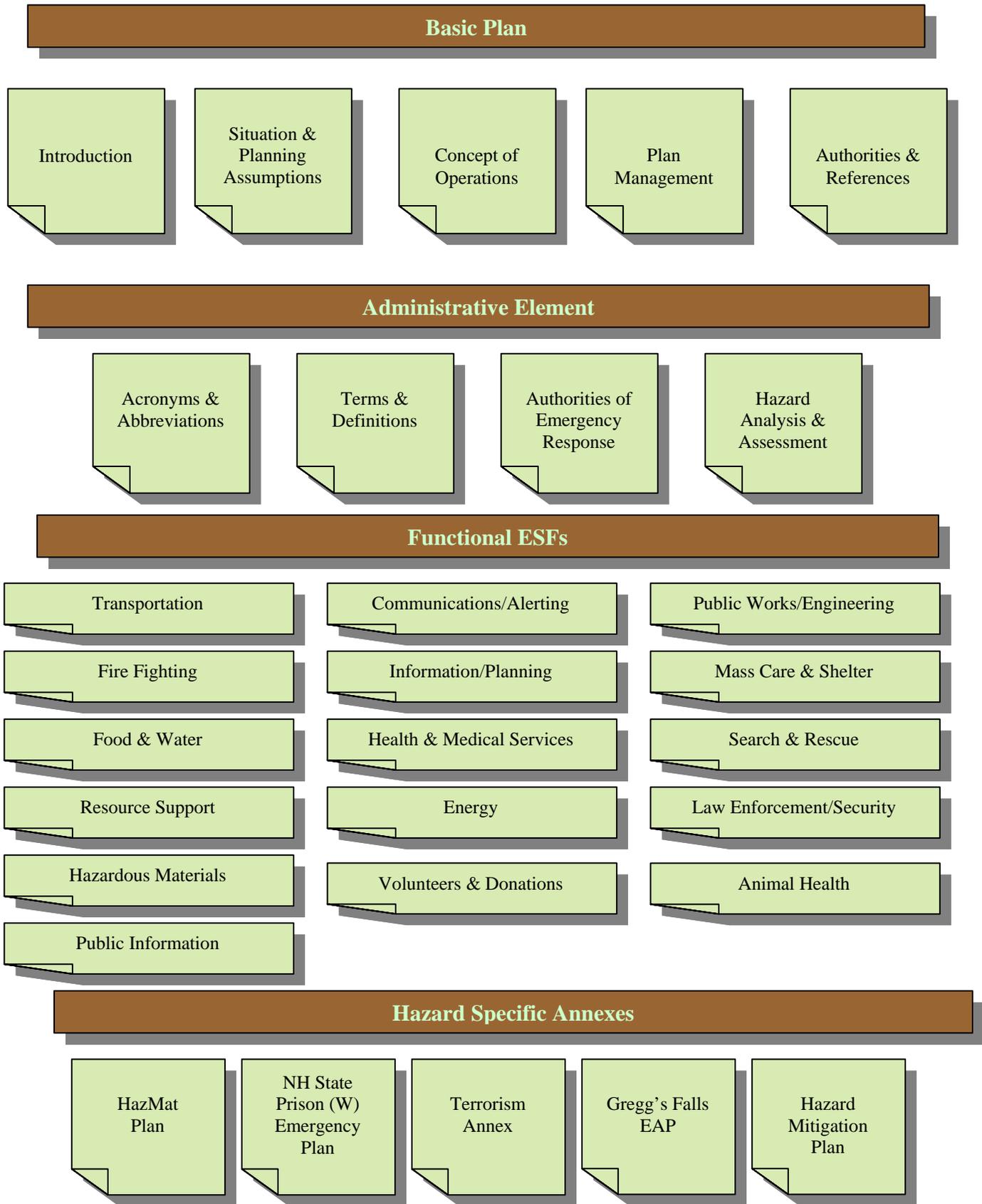
***C. Structure***

As shown in *Figure 1, Components of the Goffstown 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 Framework (NRF) 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, Gregg's Falls Emergency Action Plan and Terrorism.

Figure 1



## **D. ESF Descriptions**

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

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

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

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

**ESF 5: 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.

**ESF 6: Mass Care and Shelter** – Manages and coordinates sheltering, feeding and first aid for disaster victims; provides for temporary housing, food, clothing, and special populations needs in situations that do not warrant mass-care systems. Manages the receipt and distribution of donated goods and services; provides assistance in coordinating and managing volunteer resources.

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

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

**ESF 9: Search and Rescue** – Provides resources for ground, water, and airborne activities to locate, identify, and remove from a stricken area, persons lost or trapped in buildings and other structures; provides for specialized emergency response and rescue operations.

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

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

***ESF 12: 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.

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

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

***ESF 15: Volunteers and Donations*** – Facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

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

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

Figure 2 – Emergency Support Function Assignment Matrix

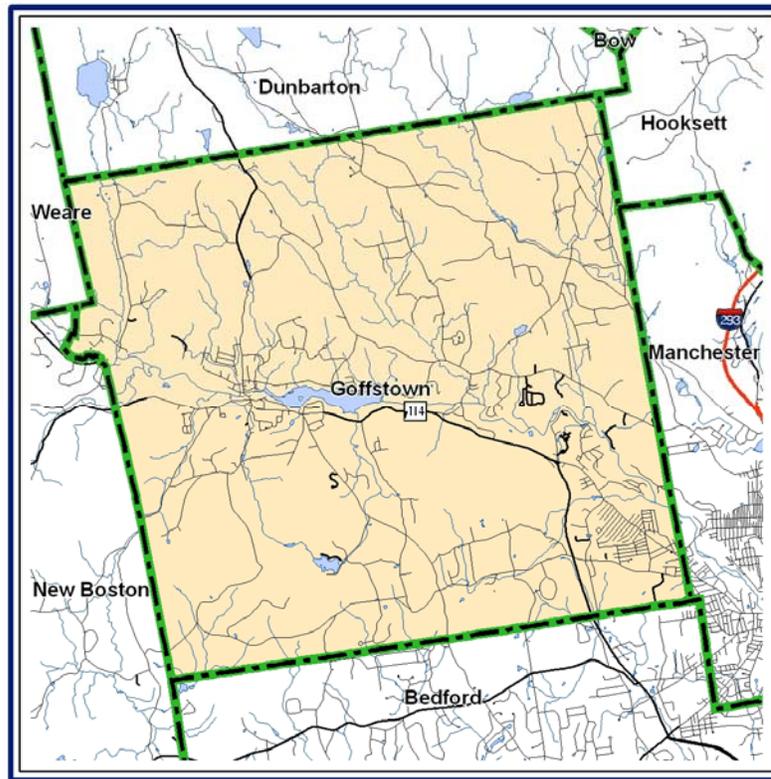
Function	Selectmen	Emergency Mgt. Director	Police Department	Fire Department/EMIS	Public Works Department	Town Clerk	Town Administrator	*As directed by Town Administrator					School Superintendent	Goffstown Truck Center	Manchester Health Dept.	American Red Cross	Saint Anselm College	Water Departments	CERT	Salvation Army	Goffstown Food Network	Library Director	
								*Finance Director	*Building/Health Insp.	*Welfare Administrator	*Town Planner	*IT Office											*Goffstown T. V.
ESF 1 - Transportation		P	S	S	S		S						S	S			S						
ESF 2 - Communications & Alerting	S	P	S	S	S		S					S	S				S		S				
ESF 3 - Public Works & Engineering		S	S	S	P		S		S				S										
ESF 4 - Fire Fighting		S	S	P	S																		
ESF 5 - Information & Planning	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S				S			
ESF 6 - Mass Care & Shelter	S	P	S	S	S		S	S		S			S		S	S	S		S	S			
ESF 7 - Resource Support	S	P	S	S	S	S	S	S	S	S		S		S					S				
ESF 8 - Health & Medical Services		P	S	P	S		S		S				S		S	S	S		S	S			
ESF 9 - Search & Rescue		S	P	P	S														S				
ESF 10 -Hazardous Materials		S	S	P	S		S		S				S		S								
ESF 11 - Food & Water		P	S	S	S		S	S	S	S			S			S	S	S	S	S	S	S	
ESF 12 - Energy		P	S	S	S		S																
ESF 13 - Law Enforcement & Security		S	P	S	S														S				
ESF 14 - Public Information	S	P	S	S	S		P		S			S	S		S				S				S
ESF 15 - Volunteers & Donations	S	P	S	S			S	S		S			S			S	S		S	S	S		
ESF 16 - Animal Health		S	P		S	S	S		S										S				

P = Primary Agency S = Support Agency

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

### ***A. Situation***

The Town of Goffstown is located in the southern part of the State of New Hampshire, in northern Hillsborough County. The Town of Goffstown is bordered by the Town of Dunbarton to the north; the Town of Weare to the northwest; the Town of New Boston to the west; the Town of Bedford to the south; the Town of Hooksett to the northwest; and the City of Manchester to the west. It is located immediately adjacent to the City of Manchester and approximately 16 miles south of the City of Concord. State Routes 13 and 114 provide primary access to Goffstown. Route 114 and connects to Manchester to the east and Weare to the northwest. Route 13 connects to New Boston to the west. Additionally, Route 114 connects to Interstate 293 roughly 8 miles to the South in Bedford.



*Location map of Goffstown, New Hampshire*

Mutual Aid Agreements are agreements between agencies to provide assistance to each other in the event of an emergency or crisis. The Town of Goffstown has entered into such agreements with the Souhegan Valley Mutual Aid Association, New Hampshire Public Works Mutual Aid, Border Area Mutual Aid Association and Hillsborough County Police Mutual Aid. In addition, the Town holds mutual aid agreements with the Towns of Hooksett, Dunbarton; Weare; New Boston; Manchester; Bedford and Hooksett.

The Town has a five-member Board of Selectmen and Town Administrator form of government. Other boards and committees include a ADA Compliance Committee;

Budget Committee; Cable Television Access Committee; Cemetery Trustees; CIP Committee; Computer Committee; Conservation Commission; Economic Development Council; Ethics Committee; Fire and EMS Planning Committee; Goffstown Common Oversight Committee; Goffstown Village Water Precinct; Grasmere Village Water Precinct; Highway Safety Committee; Historic District Commission; Joint Loss Safety Management Committee; Library Trustees; Paper Roads Committee; Parks and Recreation Commission; Piscataquog River Local Advisory Committee; Planning Board; Rails to Trails; Records Retention Committee; School Board; Sewer Commission; Solid Waste Commission; Trustees of Trust Funds; Wellness Committee; and Zoning Board of Adjustment.

***Emergency Operations Center:*** The EOC is located at the Police Department at 326 Mast Road. 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. Additionally, an alternate EOC can be established at the Town Hall and/or designated Fire Station. The EOC is equipped with an emergency generator that serves the EOC and Police Department.

***Fire Department:*** The Fire Department has three stations in Town. The Village Fire Station is located at 18 Church Street; the East Goffstown Station is located at 289 Tirrell Hill Road; and the Pinardville Station is located at 656 Mast Road. The stations located on Church Street and Mast Road are staffed during the day time hours by a combination of full time and call force employees. None of the Town's fire stations are staffed during the evening hours. Night time fire responses are provided by the employees of the Department's Call Force (on-call). The Pinardville Station has one ambulance that operates seven nights a week with two on-duty EMT's to provide "immediate response" to medical emergencies. The department employs 50 part-time fire personnel and 1 part-time secretary. The Fire Department currently has 10 full-time firefighters, 2 full-time fire Lieutenants, 1 full-time Fire Captain, 1 full-time Fire Inspector, 1 full-time Deputy Chief, 1 full-time Secretary, and 1 full-time Fire Chief. Additionally, there are 8 part-time EMS employees.

***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 a 24-hour department located in at 326 Mast Road. The Department employs 1 Chief, 2 Captains, 2 Lieutenants, 5 Sergeants and 20 full-time Officers. There are also 3 part-time Officers, 7 Dispatchers, 1 Communications Supervisor, 4 Clerks, 1 Administrative Assistant, and 2 part-time Dispatchers (1 of which is a full-time Clerk).

***Town Administration:*** The Town Administration and Selectman's Office includes the Town Administrator, Assistant Town Administrator, IT Administrator, a Secretary for Administration and a five member Board of Selectmen. The office handles scheduled government meetings, minutes from government meetings, event permits, local welfare, administration of town property, Notary Public services, Justice of the Peace services, general citizen concerns and volunteering. The Town Administration Offices are located in Goffstown Town Hall, 16 Main Street.

**Public Works Department:** The Public Works Department is comprised of four departments: Highway, Municipal Water and Sewer; Transfer Station; and the Recycling Center. The Department is responsible for the maintenance and upkeep of the highways, streets, water and recycling. The Department of Public Works is made up of approximately 34 full-time employees and 3 part-time employees, as follows: Public Works Director; 4 Supervisors (one of which is sewer only); 1 Engineer; 1 Technician; 1 part-time Engineering Intern; 1 Environmental Projects/Solid Waste and Recycling Supervisor; 18 Highway Labor positions; 2 vehicle maintenance facility staff (1 is the supervisor); 1 full-time Administrator; 1 part-time Administrator for the garage; and 5 full-time and 1 part-time staff members in Solid Waste.

**Building and Health Department:** The Building and Health Department is responsible for: Building Code Administration, including building plan review and permit approval; field inspections and record maintenance; code review and update. Permit application processing - building, electrical, heating and plumbing; and public health concerns. The Town of Goffstown Building and Health Department has one full-time Building Inspector/Health Officer and one part-time Secretary.

The Town has adopted all of the following International Codes, including 2006 International Building Code; 2006 International Mechanical Code (includes Fire Dept., NFPA and Life Safety); NH Residential Energy Code; 2006 International Energy Conservation Code; 2006 International Residential Code; 2006 International Plumbing Code; and 2005 NFPA National Electrical Code.

**Finance and Personnel Office:** The Finance and Personnel Office performs highly responsible financial and accounting work for the Town, which includes administering the Town's payroll program; accounts payable; accounts receivable; budgets; investments and human resources/personnel. The Finance Department employs 1 Finance Director and 2 Bookkeepers and is located at the Town Offices at 16 Main Street.

**Office of the Town Clerk:** The Town Clerk's Office is responsible for accepting voter registrations and vehicle registrations for the Town, as well as issuance of dog licenses, marriage licenses, boat registrations, etc. The Town Clerk's Office is also responsible for keeping all vital records. The Town Clerks Office is located in the Goffstown Town Offices at 16 Main Street. The Town Clerks Office employs 1 Town Clerk, 2 Deputy Town Clerks.

**Tax Collector's Office:** The Tax Collector's Office handles collection of property taxes, sewer fees, current use fees and timber tax. The Tax Collector's Office also provides Notary Public services. The office is comprised of 1 Tax Collector and 1 Deputy Tax Collector. The Tax Collector's Office is located at the Goffstown Town Offices at 16 Main Street.

**School District:** The Goffstown School District is part of School Administrative Unit (SAU) #19. The SAU offices are located at 11 School Street in Goffstown. SAU #19 includes the Dunbarton School District, the New Boston School District and the Goffstown School District. The SAU office employs 21 professional and support staff members. As of April 2008, there were 3,811 students in SAU #19 of which 3,047 were Goffstown School District students, 178 at Bartlett Elementary School, 167 at Glen Lake

School, 503 at Maple Avenue, 968 (769 of the students enrolled were from Goffstown, the remainder were from Dunbarton and New Boston) at Mountain View Middle School and 1,231 at Goffstown High School (862 of the students enrolled were from Goffstown the remainder were from Dunbarton and New Boston). Mountain View Middle School is equipped with an emergency generator, and is currently one of the Town's designated Emergency Shelters, along with Bartlett Elementary School.

***Goffstown Village Water Precinct:***

The Goffstown Village Water Precinct is an independent agency that provides the water and related administrative functions for the village area. The District is overseen by a committee that is comprised of a Chairman, 3 Commissioners, a clerk and a Treasurer. The Goffstown Village Water Precinct is located at 183 N. Mast Street, Goffstown.

***Grasmere Village Water Precinct:***

The Grasmere Village Water Precinct is an independent agency that provides the water and related administrative functions for Grasmere. The District is overseen by a committee that is comprised of a Chairman, 2 Commissioners, a Clerk and a Treasurer. The Grasmere Village Water Precinct is located at 41 Center Road, Goffstown.

***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.

***Transportation (Goffstown Truck Center)***

Bus service in Goffstown is provided by Goffstown Truck Center, located 62 Union Street in Goffstown.

***Community Emergency Response Team (CERT)***

The Goffstown CERT was established in 2003 and has 46 members. The CERT is a volunteer community group that is trained in the area of emergency response in order to assist with disaster relief efforts in the event of an emergency. The Goffstown CERT promotes partnering between emergency management and response agencies and the people of the community. The Goffstown CERT organization is under the town's Emergency Management structure headed by the Goffstown Chief of Police.

***Goffstown Community Television (GTV):***

Goffstown Community Television is the community local access television station which airs public, educational and government programming, as well as broadcasting public service announcements. GTV is broadcast in Goffstown on Comcast channels 16 and 22. GTV employs a Public Access Coordinator, Outreach Coordinator and a Studio Technician. Additionally, GTV also has a seven member committee, appointed by the Board of Selectmen. The GTV studio is located at Goffstown High School (in the back) 27 Wallace Road, Goffstown.

**Greater Manchester Chapter of the American Red Cross:** The American Red Cross (ARC), a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles 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.

**Manchester Health Department:** The Manchester Health Department is a local public health department and convener of the Public Health Preparedness Advisory Council. The Manchester Health Department is the point of contact for the Manchester All Health Hazards Region, which includes the Town of Goffstown.

The Town of Goffstown encompasses a total of approximately 37.6 square miles. The 2000 U.S. Census reported that the population in Goffstown was 16,929, which is an increase of almost 20 percent over the last 20 years. The U.S. Census 2006 population estimate for Goffstown was 17,696. Goffstown contains 37.1 square miles of land area and 0.5 square mile of inland water area. Based on the 2006 population estimate, the population density in Goffstown was approximately 476.5 persons per square mile of land.

The Town of Goffstown does not have a public transit system; therefore personal vehicles are the primary mode of transportation in town. The Manchester-Boston Regional Airport in Manchester is the nearest commercial airport.

The Town of Goffstown 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 2004 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
- ✓ Chemical Agent
- ✓ Civil Disorder
- ✓ Conventional Bomb
- ✓ Cyber-Terrorism
- ✓ Flooding
- ✓ Haz Mat (fixed)
- ✓ Haz Mat (transport)
- ✓ Ice & Snow Events
- ✓ Multiple Vehicle Accident
- ✓ Nuclear Accident
- ✓ Nuclear Bomb
- ✓ Plane Crash
- ✓ Radiological Agent
- ✓ Wildland/Urban Fire
- ✓ Wind

Accordingly, the situation is as follows:

1. The Town of Goffstown faces a wide array of risks, which may pose a significant threat to the population and property within the town. These include natural, human-caused and technological emergencies or disasters.
2. Depending upon the extent and nature of the disaster or emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the town, region or State.
3. During an emergency or disaster, the town will take immediate and appropriate actions to determine, direct, mobilize, and coordinate the response movement. The town will activate the necessary functions to redirect resources in order to save lives, relieve human suffering, sustain survivors, protect property, and repair essential facilities.
4. A catastrophic disaster may overwhelm local and State governments in providing a timely and effective response to meet the needs of the situation.

***B. Planning Assumptions***

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

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

6. The State will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.
7. Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD) etc.), will provide immediate life-sustaining relief to individuals and families, not normally available from government resources. Local and/or State agencies will assist these organizations by providing information, guidance, and coordination of relief efforts.
8. Local and State emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.
9. The Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
10. State and Federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
11. Local government will continue to function under all disaster and emergency conditions.
12. Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to, and recovering from the effects of an emergency or disaster.
13. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate Federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of State and local government.

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

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

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

#### **A. General**

1. Local response operations will be organized and managed under the Incident Command System (ICS).
2. Actions/Activities identified under the concept of operations are based upon the premise that an emergency or disaster event has exceeded the capabilities and resources of local government, thereby requiring State assistance. Such assistance, when authorized, will be provided by State agencies operating under their own authority, or as part of an effort coordinated by the Department of Safety – Homeland Security and Emergency Management (HSEM), operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the State. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the Town of Goffstown are located on pages 5-6, 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.
4. Based upon the situation, primary, co-primary, and support agencies may be authorized to provide assistance in support of local operations without an executive order or proclamation of a STATE OF EMERGENCY.

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

**1. *Mitigation***

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

**2. *Preparedness***

Preparedness activities develop emergency response capabilities. Planning, exercising, training, mitigation, developing public information programs and alerting and warning are among the activities conducted under this phase of emergency management to ensure the most effective and efficient response in a disaster situation. 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 town's emergency response and activate appropriate ESFs accordingly. The extent of activation will be based upon, but not limited to the following:

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

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

The Primary EOC is the facility that is used to coordinate a local response to any major emergency or disaster situation. It is located at the *Goffstown Police Department*. 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 inaccessible/unusable, staff will report to the alternate EOC which is located at the Town Hall and/or designated Fire Station.

### **3. Organization**

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

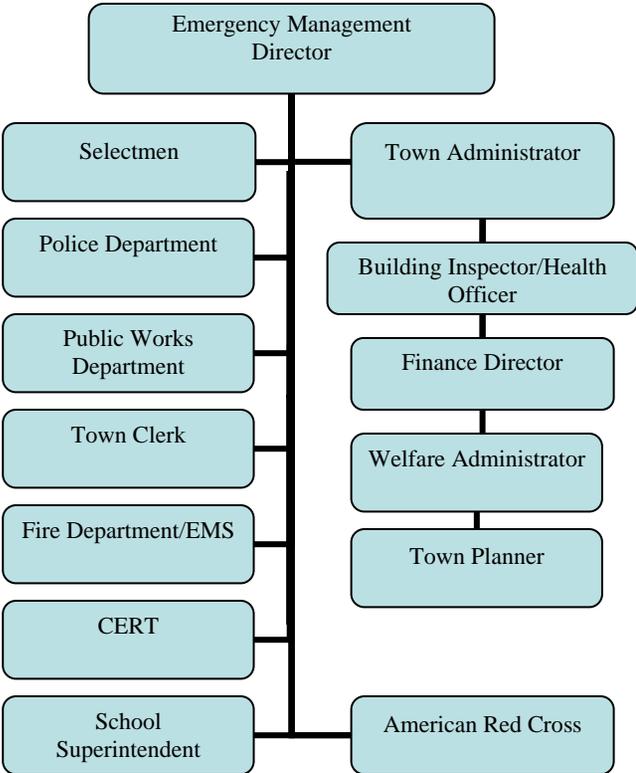
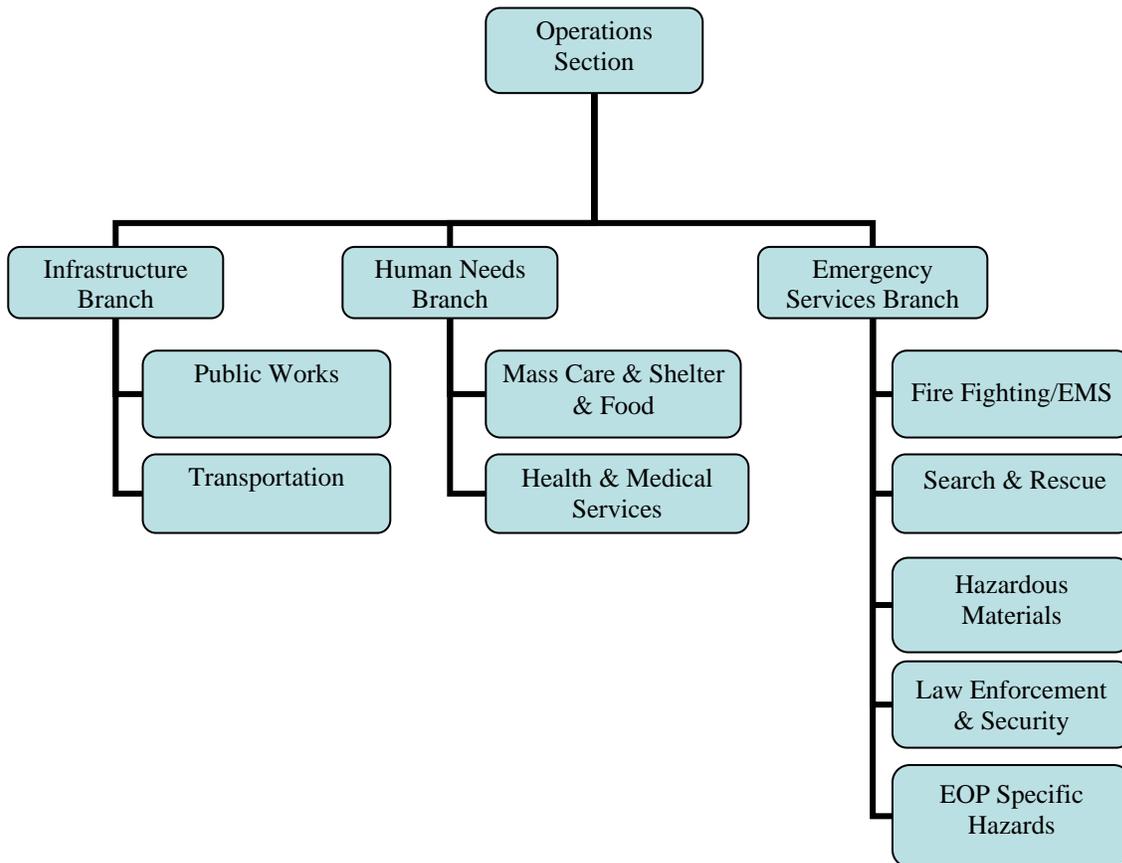


Figure 3: Emergency Operations Center Organization Chart

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, Goffstown Operations Section Organization Chart*, identifies the ESFs and the functional activities. Staffing patterns will be dependent upon the severity of the emergency.

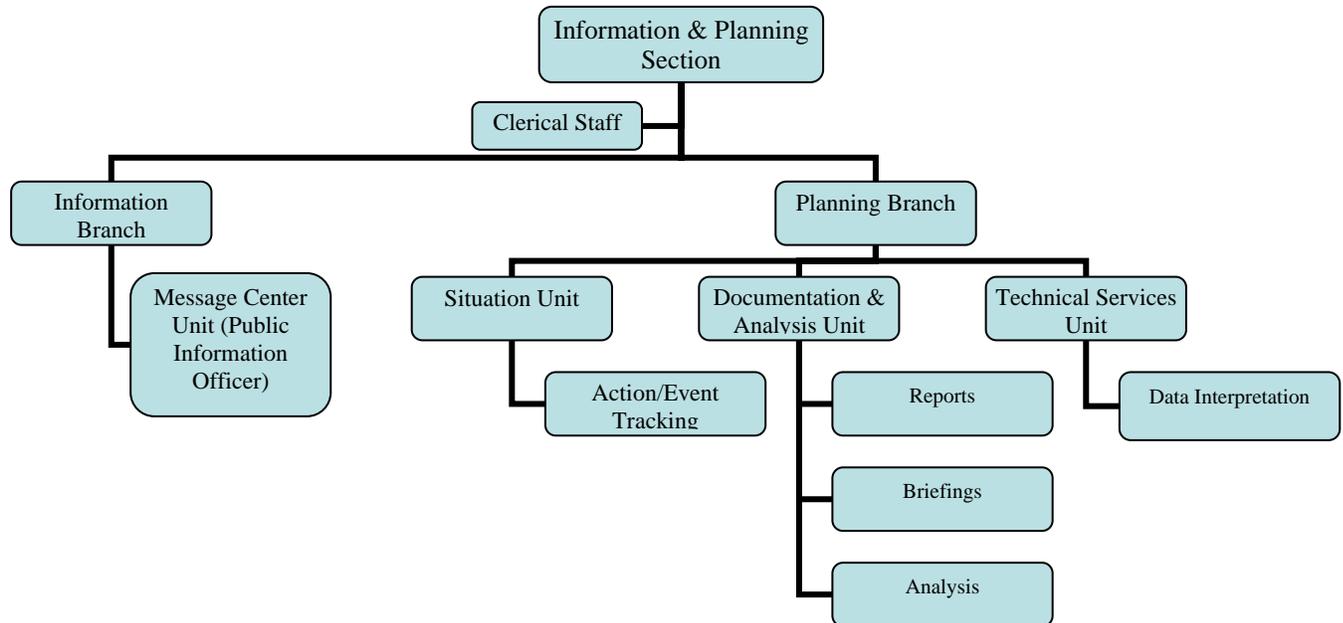


*Figure 4: Operations Section Organization Chart*

c. **Information & Planning Section**

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

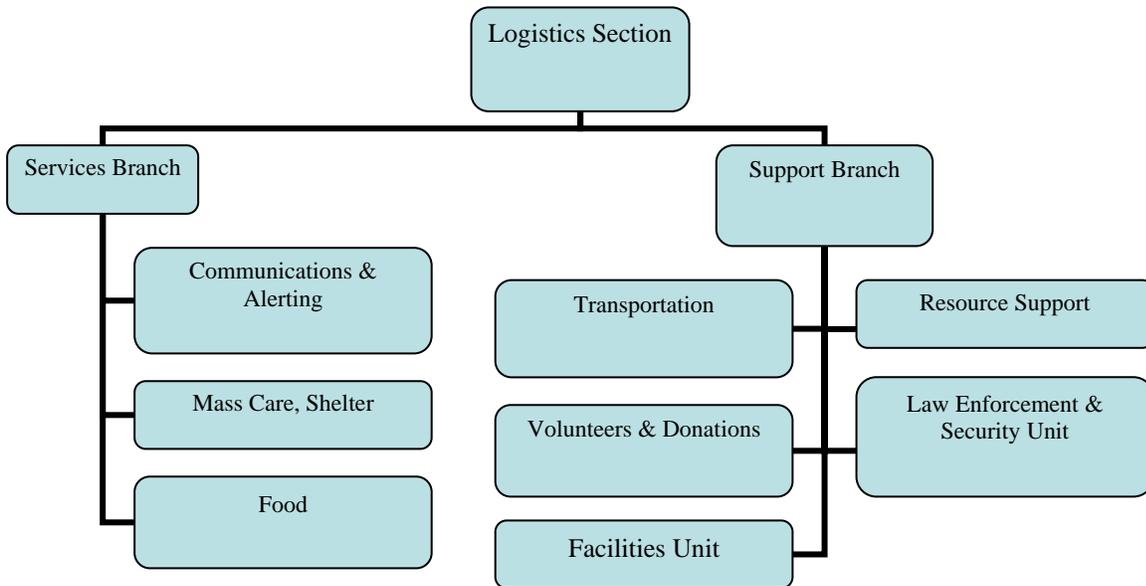
During activations of the EOC, the Information and Planning Section will be supported by each of ESFs represented in the EOC.



*Figure 5: Information and Planning Section Organization Chart*

d. **Logistics Section**

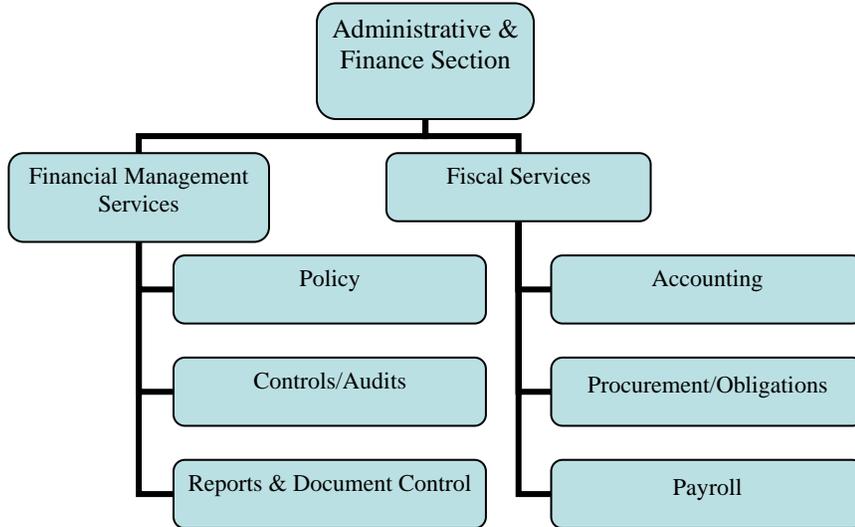
This element includes activities, which provide facilities and services to support response and recovery efforts.



*Figure 6: Logistics Section Organization Chart*

e. **Administrative & Finance Section**

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



*Figure 7: Administrative & Finance Section Organization Chart*

4. **Responsibilities**

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

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

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

**The Town Administrator is responsible for:**

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

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

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

**The Police Department is responsible for:**

- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director (EMD).
- Conducting its own training exercises, as coordinated by the EMD.
- Protecting life and property, assisted by all departments.
- Providing crowd control, assisted by the Fire Department.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinating regional police mutual aid.
- Assisting the Fire Department in providing radiological monitoring capability.
- Coordinating all emergency traffic control procedures within the community.
- Receiving warnings from the County Sheriffs Office National Alert and Warning System (NAWAS) point and alerting local officials.
- Developing a public warning plan and system.
- Coordinating the emergency communications system.

**The Fire Department/EMS is responsible for:**

- Emergency operations training for its personnel.
- Conducting training exercises, as coordinated by the Emergency Management Director.
- Assisting the Police Department in providing crowd control.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Providing a monitoring capability for radiological accidents or incidents.
- Containing and extinguishing fires.
- Coordinating regional fire mutual aid.
- Providing rescue operations and emergency medical services.
- Supervising emergency operations in hazardous materials accidents or incidents.
- Training and assigning radiological personnel and maintaining radiological equipment.
- Assisting in coordinating emergency shelter and feeding.
- Directing inoculation or immunization.
- Coordinating emergency health care planning.
- Liaison with Local Hospitals

**The Public Works Department is responsible for:**

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

**The School Superintendent is responsible for:**

- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director.
- Conducting test exercises, at Goffstown High School, Mountain View Middle School, Maple Avenue School, Glen Lake School and Bartlett Elementary School, 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 Inspector/Health Officer 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 Finance Director is responsible for:**

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

**The Town Clerk is responsible for:**

- Providing population data.
- Protecting town records, conjunction with other Town Departments that store town records.

**The Health Officer is responsible for:**

- Enforcing public health standards.

**The Welfare Administrator is responsible for:**

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

**The Town Planner is responsible for:**

- Collecting and providing ESF status information for inclusion into Situation Reports (SitRep).

**The Goffstown Truck Center is responsible for:**

- Coordinating emergency mass transportation.
- Movement of citizens/supplies within the town and/or to surrounding cities/towns 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 Technology Department is responsible for:**

- Telephone connectivity excluding cell phones
- Data connectivity between all Town buildings
- Data connectivity to the School network
- Data Connectivity for all Town systems
- Town Email
- Town Internet Access
- Town Website including citizen notification systems

- Hosting of all Town application servers Emergency wireless setup
- Computer hardware and software
- Network Hardware
- Telephone Hardware
- Providing maps for planning and EOC display purposes.

**The CERT is responsible for:**

- Providing Emergency Operations training for members of its own staff, assisted by EMD.
- Dispersing its own equipment and manpower under the direction of the EMD.
- Assisting Primary agencies, as directed by the EMD.

**Manchester Health Department is responsible for:**

- Assisting in coordinating emergency shelter and feeding
- Directing inoculation and dispensing immunization
- Assisting in emergency health care planning
- Providing information and materials about the public health emergency

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

***1. Administrative***

- a. During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. Departures from normal methods should be stated in the State of Emergency declarations, or as specified in the EOP and its supporting documents.
- b. Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the Town's request for supplemental assistance.
- c. Upon activation of the EOP, each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies and vehicles are accounted for and protected. In addition, assurances for rapid deployment should be maintained.
- d. All elements of town departments and offices shall implement established resource controls and determine the availability and accessibility of such resources. Additional required resources needed to support the emergency operation should be identified.
- e. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.

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

2. ***Finance***

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

3. ***Logistics***

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

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

#### 4. *Mutual Aid Agreements*

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

#### **F. *Notification***

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

1. The EMD would be alerted to the emergency or disaster situation by the local dispatch, NH State Police, and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the EOP in coordination with the Town Administrator.
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 town departments and agencies regarding activation of some or all of the functional ESFs and other structures of the EOP. Priority for notification will be given to primary agencies as specified by the ESFs.
3. When activation of the EOP (partial or full) is initiated, and unless otherwise specified, all departments and office representatives having primary and/or co-primary roles and responsibilities, as specified in the EOP, will deploy to the EOC, and activate their respective ESF component to the EOP and relevant SOPs/SOGs.
  - a. In the event the primary EOC is inaccessible/unusable, staff will report to the alternate EOC which is located at the Town Hall and/or designated Fire Station.

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

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

1. Once the EOP and the EOC has been activated, the linkage within the local EOC and the State EOC will be established and maintained. The following highlights the issues regarding this linkage with specifics found in the individual ESFs:
  - a. **Points of Contact:** A list correlating the local and state functional counterparts and primary contacts, will be provided during the initial notification phase and thereafter upon changes in status. In addition, a current copy of *Figure 2, Emergency Support Function Assignment Matrix*, of the EOP, will be attached to the initial notification to the State EOC. This figure lists the functional ESFs and assigns primary, co-primary, and support State agencies to each function.
  - b. Status reports, compiled by EOC Staff will be forwarded to the Emergency Management Director at the State EOC.

- c. Software Compatibility: The Town of Goffstown has standardized software with Microsoft 2000 and Microsoft XP. The Department of Homeland Security and Emergency Management and the State EOC have standardized software with Microsoft Office 2000 and Microsoft XP. FEMA has standardized using Microsoft Office 2000. No conflicts are apparent.
2. The state to local interface will be specified within this EOP and will be guided by emergency management and *Communications and Alerting*. Unless otherwise noted, the chief elected official (CEO) of the jurisdiction is responsible for direction and control within the jurisdiction and an emergency management director is appointed and shall have direct responsibility for the organization, administration, and operation for emergency management within said jurisdiction.

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

1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of State and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the Town of Goffstown establishes and maintains the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.
2. The Emergency Management Director is responsible for developing, maintaining, and exercising a COOP Plan for the Town. The EMD is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.
3. In order to ensure effective emergency operations, the following should be considered:
  - a. That State and local governments provide a capability to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
  - b. That local emergency response departments provide for the following during emergency operations:
    - 1) Each element have designated and trained personnel available for EOC deployment; and
    - 2) Each element maintains and updates notification lists, twenty-four hour staffing capabilities, and standard operating procedures/guides (SOPs/SOGs).

- c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
- 4. In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.
  - a. The alternate EOC is located at the Town Hall and/or designated Fire Stations.
  - b. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

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

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

***K. Recovery and Deactivation***

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

- 1. Ensure that all health and safety issues are resolved prior to full deactivation;
- 2. That all essential services and facilities are re-established and operational;

3. Partial deactivation of the EOP, in particular functional ESFs, may occur only when all issues within the specific functional area are resolved;
4. Recovery operations may be initiated during response operations;
5. Deactivation of response operations may be followed by the recovery operation; and
6. Final deactivation of all operational activities will only occur with authority from the Governor and in coordination with appropriate local, State, and Federal governments.

#### ***IV. Plan Management***

##### ***A. Development***

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

##### ***B. Maintenance***

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

1. EMD will conduct the overall plan review and report to the board of Selectmen with recommended revisions on an annual basis. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.
2. Review of the functional ESFs by the respective primary, co-primary, and support agencies will be conducted every two years; SOPs/SOGs yearly; resource inventories and notification and recall lists on a six (6) month basis.
3. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days.
4. Major changes that affect the Situation and Assumptions and Concept of Operations sections of the EOP will be made, as required. The department head

shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists, and resource inventories, shall be made by the primary, co-primary, and support agencies.

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

***C. Document Control***

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

***D. Training and Exercises***

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

## V. Authorities and References

### A. *Statutes and Regulations*

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

### B. *References*

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

1. FEMA, Comprehensive Preparedness Guide (CPG) 101, as of August 2008
2. Federal Emergency Management Agency, Managing The Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
4. National Response Framework (NRP), January 2008.
5. Goffstown Emergency Management Plan,
6. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
7. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.
8. New Hampshire Emergency Plan

## **1 - TRANSPORTATION**

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

**Support Agencies:** Police Department  
Fire Department/EMS  
Public Works Department  
Town Administrator  
School Superintendent  
Goffstown Truck Center  
St. Anselm College

### **I. Introduction**

#### **A. Purpose**

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

#### **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***

An evacuation may be recommended when all or any part of the Town of Goffstown 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.

Areas in Goffstown that might require an evacuation to be recommended would include:

- Designated floodplains and areas subjected to river flooding.
- Areas around a potentially dangerous hazardous materials accident.
- Areas downwind of a hazardous chemical materials accident.
- Areas subjected to outages of power, water or home heating materials.
- Areas affected by sabotage, terrorist activities or civil disturbance.
- Structures, which are or could become unsound due to fires, earthquakes, hurricanes, tornadoes and other major natural or technological phenomena.
- Areas threatened by advancing forest fires.
- Areas around or near crashed aircraft.
- Any circumstance jeopardizing the health and/or safety of the citizenry.
- Any other areas identified in the Goffstown Hazard Mitigation Plan.

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.

Although most adults in Goffstown own or have use of a private vehicle and would evacuate using that vehicle, the Town assisted by state government will provide school 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.

The major evacuation routes for Goffstown will be:

- **State Route 13**
- **State Route 114**

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 the same must, of necessity, be made at the time of emergency and on a case-by-case basis. The Goffstown Police Department does not hold prisoners; therefore there will be no need for the transferring of prisoners for incarceration.

### III. Concept of Operations

#### A. *General*

In accordance with the Goffstown Emergency Operations Plan and this ESF, the Police and Fire Departments are responsible for coordinating transportation activities. The Standard Operating Procedures to be established by these Departments will provide the framework for carrying out these activities.

Requests for assistance will be forwarded to the Goffstown EOC. It is important that the Public Works Department maintain close coordination with the local EOC when it is in full operation, in order to support the Police & Fire Department.

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

#### B. *Organization*

The functional organization structure of this ESF is shown in Figure 1-1, *Functional Organization of Transportation*.

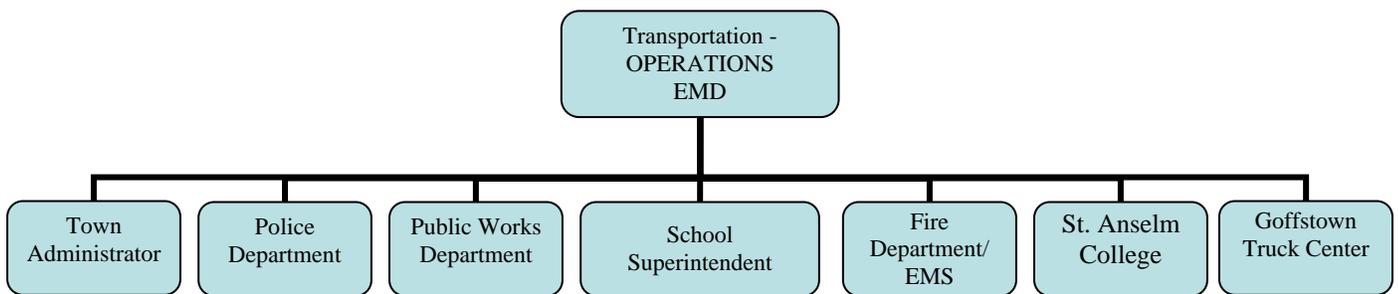


Figure 1-1

### ***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.

### ***D. 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.

### ***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 operation elements at the EOC.

## **IV. Roles and Responsibilities**

### **The Emergency Management Director will:**

- Coordinate overall direction of the evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.
- Notify the Public Works Department, Greater Manchester Chapter of the Red Cross, School Superintendent and CERT to begin sheltering procedures.
- Notify NH Homeland Security and Emergency Management and request state and/or federal assistance.
- Disseminate 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.

### **The Police Department will:**

- Continue ongoing disaster operations.
- Coordinate emergency transportation routes.
- 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.

**The Fire Department/EMS will:**

- Maintain ongoing disaster operations.
- Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- Provide post-evacuation fire surveillance.
- Maintain emergency communications capabilities.
- Assist those special needs persons needing assistance to relocate.
- Provide emergency medical treatment and evacuation of the injured.

**The Public Works Department will:**

- Assist in emergency transportation.
- Provide barricades, cones and/or other devices for traffic control.
- Assist in manning control points designated by the Police Department.
- Provide for and maintain clearance of the evacuation routes.
- Clear parking areas at the shelters, if necessary.
- Request assistance from local contractors for personnel and equipment, if necessary.

**The Town Administrator will:**

- Direct Finance Director to disburse funds, at the direction of the Town Administrator or Selectmen, to implement ESF 1, Transportation.

**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 Department and Goffstown Truck Center for the planned actions as listed above, by providing accountability and tracking of students and school staff.

- If the school is used as a community shelter, assure the schools are closed to students at the time sheltering is planned to start, and to provide space and materials as needed.
- Make school properties available as pick up points.
- Provide a representative at the EOC for school issues.

**The Goffstown Truck Center will:**

- Provide for the transportation of people and personal belongings.
- Work with designated Transportation Officer to coordinate the tracking of people.

**St. Anselm College will:**

- Provide buses and vans for use in the implementation of ESF 1 - Transportation

**V. References**

**A. Standard Operating Procedures/Guidelines (SOPs/SOGs)**

None

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

Fire Department Mutual Aid Agreements  
Police Department Mutual Aid Agreements  
Goffstown Truck Center Mutual Aid Agreement  
*\*Verbal MOU with St. Anselm - nothing in writing*  
New Hampshire Public Works Mutual Aid Agreement

**VI. Attachments**

**A. Forms**

See Appendix F at the end of this EOP.

## **2 - COMMUNICATIONS AND ALERTING**

**Co-Primary Agency:** Emergency Management Director

**Support Agencies:** Selectmen  
Police Department  
Fire Department/EMS  
Public Works Department  
Town Administrator (IT Office, GTV)  
School Superintendent  
Community Emergency Response Team (CERT)  
St. Anselm College

### **I. Introduction**

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

In the event of an emergency or disaster, Emergency Support Function (ESF) Communications & Alerting will assign the responsibilities and establishment of procedures to provide communications and alerting for the Town.

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

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

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

#### ***A. Situation***

The Fire, Police and Public Works Department 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.

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), citizens band networks may be used to augment the existing communications capability.

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 & 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 Police and Fire Departments along with the appropriate support agencies.

#### B. *Organization*

The National Incident Management System (NIMS) structure is how the Goffstown 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.

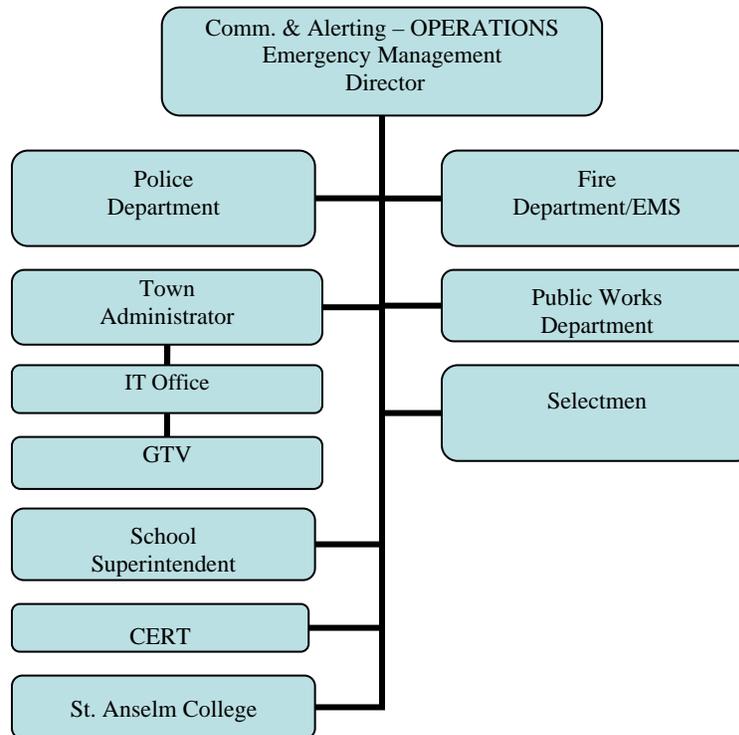


Figure 2-1

#### C. *Notification and Activation*

Upon notification of an emergency alert, the Police and Fire Departments 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
- Website Postings

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:

1. Outdoor Warning Devices (sirens, air whistles, etc.)
2. Church Bells
3. Loudspeaker - Equipped Vehicles
4. Door-to-Door Canvassing
5. NOAA Weather Radios
6. Emergency Alert System
7. GTV/Cable TV Systems
8. Word-of-Mouth by friends, relatives and/or neighbors
9. Websites

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

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

- Depending on the situation, the Ranking Police Officer and/or Fire Officer on duty, upon deciding that EOC activation is warranted, notifies local dispatch to contact EMD or designee.
- Emergency 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.
- 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/requested.
- The Chairman of the Board of Selectmen and Town Administrator are to be notified of all EOC activations. Those involved shall consider seeking the Chairman of the Board of Selectmen's authorization to declare a state of emergency, if necessary.

#### ***E. 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***

**The Emergency Management Director will:**

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

**The Selectmen will:**

- Support the emergency communications network as appropriate.

**The Police Department will:**

- Organize and control emergency communications.
- Receive warnings from the National Weather Service and/or State Emergency Management via the NAWAS.
- Notify immediately the Police Department, Fire Department, EMD, Department of Public Works of the emergency message received.

**The Fire Department/EMS will:**

- Upon notification of an emergency alert, the Emergency Dispatch shall make required notification per Fire Department SOGs.
- Support communications between the Police and Fire departments.
- Provide communication equipment for first responders, as needed.
- Provide communication support.

**The Public Works Department will:**

- Support communications between the Police, Fire and Highway Departments.

**The Town Administrator will:**

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

- Activate GTV and IT Office to assist with communications and alerting as required.
- Assist in ESF 2 – Communications and Alerting, as required.

**The School Superintendent will:**

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

**The CERT Director will:**

- Start Call Out Notification
- Stage CERT membership at Rally Point, awaiting deployment instructions from EMD

**St. Anselm College will:**

- Facilitate Communications and Alerting to the college staff and student population on campus.

**All Primary and Support Departments will:**

- Maintain and test their own communication equipment.
- Establish written procedures for communications.
- Emergency Management Director shall provide and coordinate emergency communications training as required.
- Develop and maintain the personnel notification procedures lists for their department.

**V. References**

**A. *Standard Operating Procedures/Guidelines (SOPs/SOGs)***

Police Department Standard Operating Procedures  
Fire Department Standard Operating Guidelines

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

NH Amateur Radio Emergency Service (ARES)/Amateur Radio Relay League (ARRL)

Amateur Radio Emergency Service New Hampshire Section Emergency Communications Plan

***VI. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

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

**Primary Agency:** Public Works Department

**Support Agencies:** Emergency Management Director  
Police Department  
Fire Department/EMS  
Town Administrator (Building Inspector/Health Officer)  
School Superintendent

#### **I. Introduction**

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

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

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

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.

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

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.

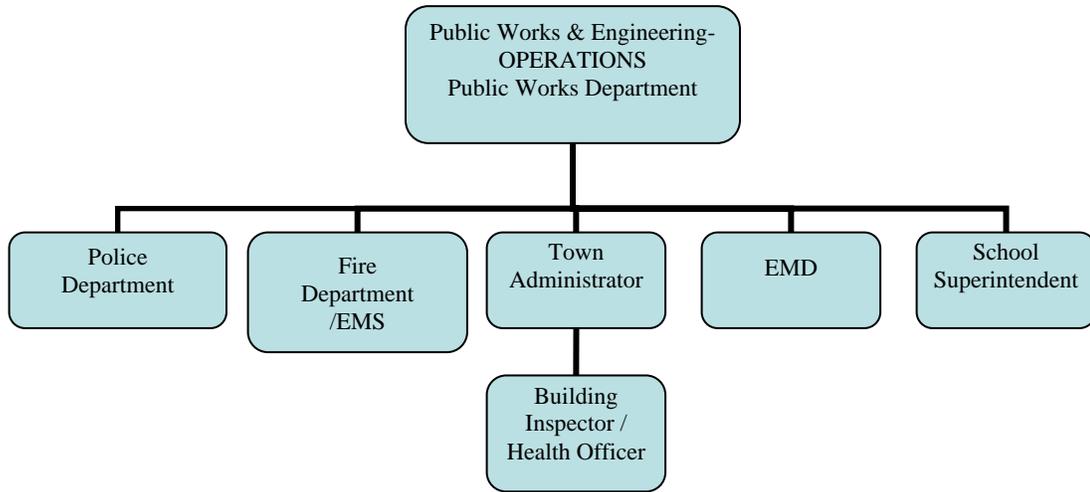
#### **III. Concept of Operations**

##### **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. This ESF will work closely with Information & Planning, in order to provide damage assessment information.

## ***B. Organization***

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



**Figure 3-1**

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

Upon determination of an impending or actual incident requiring Public Works & Engineering capabilities, the EMD will request agency representatives to implement these 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:

- Compiling and evaluating damage assessments from town departments and staff.
- Establishing communications with field units/facilities and Public Works Department.
- 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.

***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***

**The Public Works Department will:**

- Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Assist in mobilization needs for resources, manpower and equipment.
- Coordinate transportation activities.
- 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.
- Assist utility companies in restoration of including electric, telephone, and gas.
- Maintain a list of qualified private contractors to assist in the restoration of critical facilities.
- 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

**The Emergency Management Director will:**

- Activate CERT as needed.
- Coordinate overall direction of the evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.

- Notify the Public Works Director, Greater Manchester Chapter of the Red Cross and School Superintendent to begin sheltering procedures.
- Notify NH Homeland Security and Emergency Management and request state and/or federal assistance.
- Disseminate 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.

**The Police Department will:**

- Provide personnel and equipment to manage and operate staging areas, as needed.
- Coordinate traffic control activities.

**The Fire Department/EMS will:**

- 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.

**The Town Administrator will:**

- Direct the Building Inspector/Health Officer to serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.

**The School Superintendent will:**

- Support Public Works Department
- Assist Public Works and Engineering by assessing town structures and buildings.

**V. References**

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

Police Mutual Aid Agreements  
Fire Mutual Aid Agreements  
New Hampshire Public Works Mutual Aid Agreement

***VI. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

## **4 - FIRE FIGHTING**

**Primary Agency:** Fire Department/EMS

**Support Agencies:** Emergency Management Director  
Police Department  
Public Works Department

### **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, reporting procedures and fire fighting for all types of fires.

The Goffstown Fire Department is a Combination (full-time and on-call) organization of 70 members headed by a 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 Fire Mutual Aid and the Souhegan Mutual Fire Aid systems. All 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 would probably need additional personnel and equipment to perform all of its assigned tasks. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed at the time of crisis.

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.

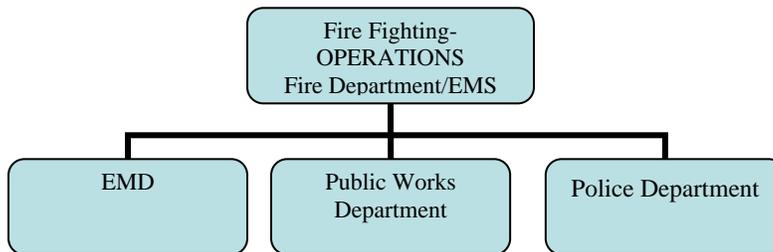
### ***III. Concept of Operations***

#### ***A. General***

The Goffstown Fire Department is the primary agency responsible for local operations to mitigate the effects of urban and wildland incidents in the Town.

#### ***B. Organization***

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



**Figure 4-1**

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

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

#### ***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 Town Administrator
- Begin call-up of additional department personnel
- Recruit additional personnel if needed
- Begin emergency communications procedures
- Notify the Town Administrator 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 Town Administrator and delegate the on-scene command of the department to the 1<sup>st</sup> Assistant Chief
- Disburse personnel and equipment to predetermined strategic locations
- Extinguish and/or contain all fires
- Report any power outages to Public Service New Hampshire (PSNH) and report any service outages for any other affected utilities, including, but not limited to, telephone and cable service
- Provide personnel to other emergency services to augment their capabilities, if available

- The Fire Department will implement existing operating procedures, mutual aid agreements, and notification as outlined within existing protocols

### ***E. Recovery Actions***

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

1. Coordinate decontamination functions, if necessary
2. Assist in providing security for disaster-affected areas, if requested
3. Coordinate in clean-up operation
4. Coordinate outside fire-suppression assistance
5. Perform such other functions as requested by the Town Administrator to alleviate suffering and return the citizens of Goffstown 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.

## **V. Roles and Responsibilities**

### **The Fire Department/EMS will:**

- Extinguish and contain all fires.
- Receive the notification of an actual or impending emergency and forward it to the Town Administrator 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

### **The Emergency Management Director will:**

- Activate CERT as necessary
- Establish the Emergency Operations Center, as needed

**The Police Department will:**

- Coordinate traffic control.
- Coordinate emergency transportation routes.

**The Public Works Department will:**

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

**V. References**

**A. Standard Operating Procedures and Guidelines (SOPs/SOGs)**

Fire Department Standard Operating Guidelines  
Police Standard Operating Procedures

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

Souhegan Fire Aid Mutual Aid Agreement  
New Hampshire Statewide Fire Mobilization Plan  
Border Area Mutual Aid Agreement  
New Hampshire Public Works Mutual Aid Agreement

**VI. Attachments**

**A. Forms**

See Appendix F at the end of this EOP

## **5 - INFORMATION AND PLANNING**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Selectmen  
Town Administrator (Town Clerk, Finance Director,  
Building Inspector / Health Officer, Welfare Administrator,  
IT Office, Town Planner)  
All Town departments involved in response operations  
School Superintendent  
Goffstown Truck Center  
American Red Cross (ARC)  
CERT  
Manchester Health Department

### **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 and collection of data activities at the local EOC in order to formulate response and recovery actions. However, decision and assignment of resources are not executed in INFORMATION & PLANNING. The primary role of INFORMATION & PLANNING is to serve as a clearinghouse of information for all interested parties. INFORMATION & 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 resources 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 and Support** for consolidating data to support the preparation of the Action Plan.
5. **Technical Services** to coordinate remote sensing and reconnaissance requirements; 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***

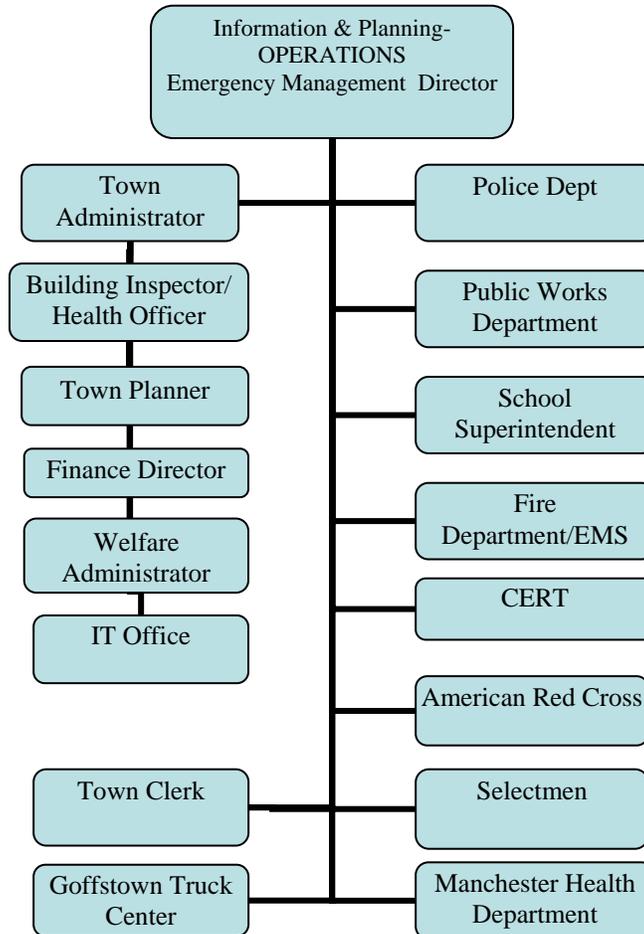
Typically, the activities of INFORMATION & PLANNING will commence once the Local EOC is activated due to an emergency situation. The following provides an overall description of the concept of operations.

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 staging areas, mobilization centers, etc.
2. The assessment of the incident, if warranted, will be communicated to INFORMATION & PLANNING where it will be directed to the appropriate operational element needing the information.
3. The various support agencies to INFORMATION & PLANNING will gather, disseminate, and transmit data to the primary agency. INFORMATION & PLANNING will collect, summarize, analyze, display, and disseminate critical elements to the operational support of the local EOC. Such elements include but are not limited to:
  - a. Boundaries of the disaster area
  - b. Social/economic/political impacts
  - c. Jurisdictional boundaries
  - d. Status of transportation system
  - e. Status of communications system
4. INFORMATION & PLANNING will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.

**B. Organization**

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



*Figure 5-1*

**C. Notification and Activation**

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

**D. Emergency Response Actions**

The emergency response actions for INFORMATION & PLANNING are as follows:

1. The initial actions are the activation of the ESF with the determination of staff requirements at the local 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 local EOC.
3. Prepare briefings and reports based on input from other ESF operational elements.
4. Maintain status boards, maps, and charts critical to the operation of the local 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 request to support operational elements.

***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 & 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 local EOC.

***III. Roles and Responsibilities***

Refer to the Responsibilities section in the Basic Plan.

***V. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

Not Applicable

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

Not Applicable

**VI. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

## **6 - MASS CARE AND SHELTER**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Police Department  
 Fire Department/EMS  
 Public Works Department  
 Town Administrator (Finance Director, Welfare Administrator)  
 School Superintendent  
 Manchester Health Department  
 American Red Cross (ARC)  
 St. Anselm College  
 CERT  
 Salvation Army  
 Selectmen

### **I. Introduction**

#### **A. Purpose**

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

#### **B. Scope**

1. In the event of a prolonged disaster, the Town of Goffstown would require the assistance 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. ARC also assumes secondary agency responsibility under the National Response Framework (NRF), 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. 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.
3. ***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):** DWI regarding individuals residing within the affected area will be collected and provided to immediate family members outside the affected area through a Family Well-being Inquiry (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.

4. 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 Town of Goffstown's emergency operations.

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

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 combined shelter spaces with the capability for mass feeding. Other potential shelters would include community centers, armories, town halls and service clubs.

There are 5 public schools, 1 private school, 1 college, and 9 churches/religious institutions in Goffstown which, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number from an affected community nearby (see Appendix E – Resource List). If these buildings were affected, evacuees must be sheltered in another community.

There are other buildings that could be expediently upgraded to provide shelter. In the case of an emergency, the population would be advised to seek shelter in the best available facility.

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

#### ***A. Policies***

##### ***General***

The Emergency Management Director has been designated the primary agency responsible for mass care. State 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 Town Administrator 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.

The Health Officer will monitor conditions in the shelters and make recommendations to assure the health and safety of shelterees.

##### ***Mass Care***

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

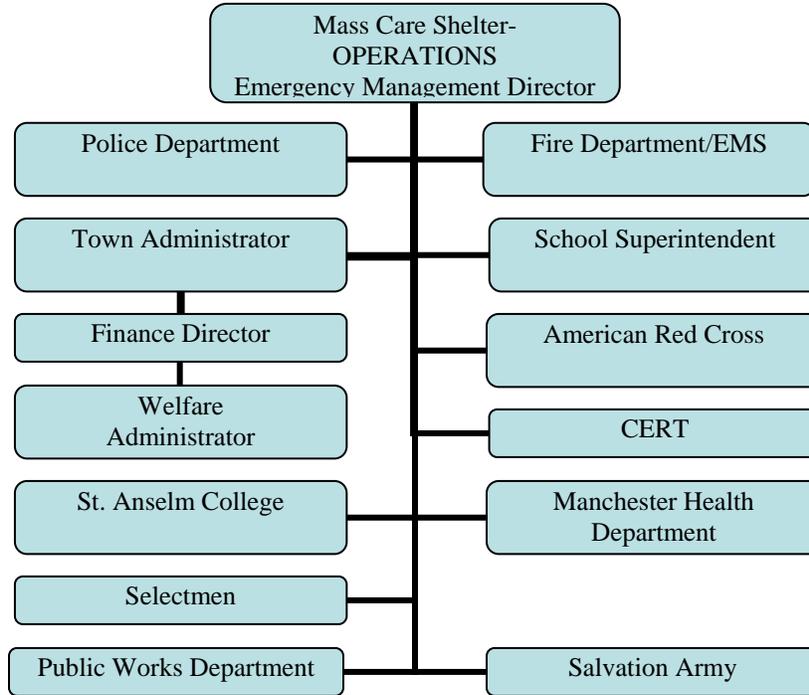
##### ***Disaster Welfare Information (DWI) System***

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.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 6-1.



*Figure 6-1*

**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.

**D. 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***

**The Emergency Management Director will:**

- Activate CERT as needed.
- Develop and maintain a shelter plan.
- Identify and secure permission of the owner/operator of those buildings to be designated as shelters.
- Advise the Health Officer on the occupying of and emerging from shelters based on monitored radioactivity and other hazard data from local, state and federal sources.
- Advise the Health Officer of the facilities providing the best protection.
- Coordinate training for shelter managers and monitors and distribute shelter management and monitoring guidance materials.

**The Selectmen will:**

- Assist in the implementation of Mass Care & Shelter.

**The Police Department will:**

- Provide security at the shelters.

**The Fire Department/EMS will:**

- Advise on those facilities which provide the best fire protection.

**The Public Works Department will:**

- Assist in the implementation of mass care and shelter.

**The Town Administrator will direct the Welfare Administrator to:**

- Assist with the shelter operations.
- Assist in developing and maintaining shelter plan.
- Coordinate feeding operations with the American Red Cross.
- Obtain cots and blankets from American Red Cross and any other sources.

**The Town Administrator will direct the Finance Director to:**

- Assist in the implementation of Mass Care & Shelter.
- Advise Town Administrator/Selectmen on the disbursement of town funds.

**The School Superintendent will:**

- Prepare the schools for sheltering.
- Make available on-hand food supplies.
- Provide available personnel, as available, for registering evacuees.

**The Manchester Health Department will:**

- Assist in the implementation of mass care and shelter.

**The American Red Cross will:**

- Provide Mass Care support via fixed and mobile feeding sights.
- Provide health services and mental health services at shelters and service centers.
- Provide a liaison to the EOC.
- Provide listings of ARC approved shelters in the area.
- Coordinate with ESF-16 Animal Health regarding pet issues.
- Assist with developing and maintaining a shelter plan.
- Assist with long-term sheltering of residents as necessary.
- Assist with the training of shelter managers and monitors

**St. Anselm College will:**

- Assist in the implementation of mass care and shelter.

**The CERT will:**

- Assist the primary and support agencies, as needed.
- Create a list of private animal shelters to distribute to evacuees.

**The Salvation Army will:**

- Assist the Red Cross in providing mass feeding.

**V. References**

**A. *Plans***

Greater Manchester Chapter American Red Cross 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/Guidelines (SOPs/SOGs)**

Consistent with ARC Policies and Procedures

**VI. Attachments**

**A. Forms**

See Appendix F at the end of this EOP

**Town of Goffstown Primary Shelter Listing**

Facility Contact Name	Address Phone	Kitchen	Generator	Capacity*
<b>American Red Cross Shelters</b>				
Goffstown Allard Center YMCA Deborah Saunders, Branch Director	116 Goffstown Back Rd. (603) 232-8690	No	No	E = 1810 P = 905
Bartlett Elementary School Jerry J. Agate, Director of Facilities	689 Mast Road (603) 492-4841 ext. 225	Yes	No	E = 160 P = 60
Mountain View Middle School	14 Lauren Lane (603) 497-8288	Yes	Yes	E = 521 P = 195
Maple Avenue Middle School	16 Maple Avenue (603) 497-3330	Yes	No	E = 225 P = 84
Goffstown High School	27 Wallace Road (603) 497-4841	Yes	No	E = 613 P = 230
Parish Center – St. Matthew Episcopal Church Jean LeDuc, Senior Warden	7 North Mast Road (603) 497-3291	Yes	No	E = 50 P = 25
St. Anselm College	100 St. Anselm Drive (603) 641-7000	Yes	TBD	E = TBD P = TBD
<b>Community Shelters</b>				
Villa Augustina (Rosary Hall)	208 S Mast Street (603) 497-2361	Yes	No	E = 248 P = 124

\*E = Emergency, P = Prolonged Stay  
TBD = To Be Determined

## **7 - RESOURCE SUPPORT**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Selectmen  
Police Department  
Fire Department/EMS  
Public Works Department  
Town Administrator (Town Clerk, Building Inspector / Health Officer, Finance Director, Welfare Administrator, IT Office)  
School Superintendent  
Manchester Health Department  
CERT

### **I. Introduction**

#### **A. Purpose**

The objective of this ESF is to provide logistical support preceding or following a disaster.

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

The Town of Goffstown will require such resources as are necessary to maintain essential industries and services, to support key personnel working within these facilities and to provide the citizens, both affected and unaffected by the emergency, with at least austere 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 Homeland Security and 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, 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-state 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 Goffstown would be transferred to the hosting community.

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

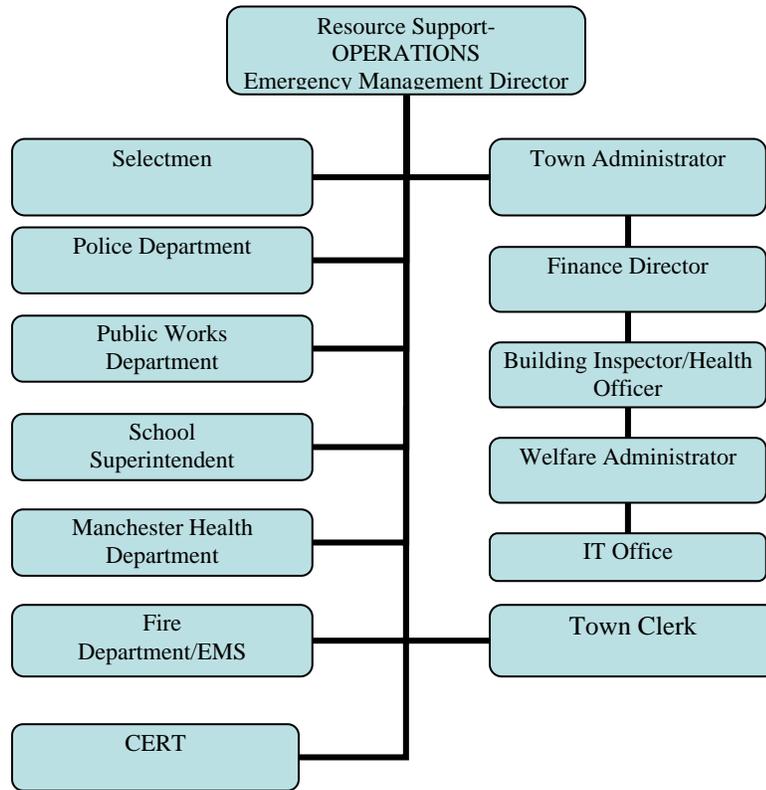
#### ***A. General***

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 Homeland Security and Emergency Management (HSEM) and Town Administrator, and request assistance, if the necessary resources are exhausted or not available locally. In order that State and/or Federal resources be requested, the community must show that its capability to continue response is inadequate.

Resources that are in-transit in inter- or intrastate 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 Homeland Security and Emergency Management of the situation and the potential need for assistance is essential.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 7-1.



*Figure 7-1*

**C. Notification and Activation**

In response to an event that would cause for the activation of the local EOC, the EMD would initiate notification. The Goffstown Police Department would normally initiate notification during off-duty hours.

**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.

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/goods 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).
- 5) Stage/coordinate distribution of goods/supplies.

4. **Mitigation**

Refer to the Goffstown 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.

**IV. Roles and Responsibilities**

**The Emergency Management Director will:**

- Activate CERT as needed.
- Coordinate requests for additional personnel and equipment
- Advise the Town Administrator 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
- Request assistance from neighboring communities and/or the State
- Authorize the release of excess resources to neighboring communities and/or the State

**The Selectmen will:**

- Assist in the implementation of Resource Support as necessary.

**The Police Department will:**

- Provide personnel and equipment in the implementation of Resource Support

**The Fire Department/EMS will:**

- Provide personnel and equipment in the implementation of Resource Support

**The Public Works Department will:**

- Maintain liaison with local contractors and equipment dealers
- Assist Emergency Management Director in maintaining a listing of construction equipment and personnel available locally

**The Town Administrator 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

**The Town Administrator will direct the Building Inspector / Health Officer to:**

- Provide information on status of building safety.
- Maintain liaison with local contractors and equipment dealers
- Assist Emergency Management Director in maintaining a listing of construction equipment and personnel available locally

**The Town Administrator will direct the Finance Director to:**

- Disburse funds in accordance with town policies
- Maintain records of funds expended for possible post-disaster reimbursement

**The Town Administrator will direct the Welfare Administrator/Town Planner to:**

- Provide assistance to the EMD on the resources available for the incident

**The Town Clerk will:**

- Provide assistance to the EMD on his/her resources available for the incident

**The School Superintendent will:**

- Provide, in coordination with Public Works Department and the school bus contractors 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

**The Manchester Health Department will:**

- Provide educational materials suitable for the incident

**The CERT Director will:**

- Start Call Out Notification
- Stage CERT membership at Rally Point, awaiting deployment instructions

**V. References**

**A. *Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

New Hampshire Public Works Mutual Aid Agreement  
Hillsborough County Mutual Aid Agreement  
Surrounding Town Mutual Aid Agreement  
Border Area Fire Mutual Aid Agreement  
Souhegan Mutual Aid Fire Aid Agreement  
New Hampshire State Wide Fire Mutual Aid Plan

**VI. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

**8 - HEALTH AND MEDICAL SERVICES**

**Co-Primary Agency:** Emergency Management Director  
Fire Department/EMS

**Support Agencies:** Police Department  
Public Works Department  
Town Administrator (Building Inspector/Health Officer, Welfare Administrator)  
School Superintendent  
Manchester Health Department  
American Red Cross (ARC)  
St. Anselm College  
CERT  
Salvation Army

**I. Introduction**

**A. Purpose**

The purpose of ESF-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.

**II. Situation and Planning Assumptions**

The Town of Goffstown has no emergency health facilities. In order to receive advanced medical services, residents must travel to Manchester; 8 miles to the Catholic Medical Center; 10 miles to Elliot Hospital; 10 miles to the VA Medical Center; or 16 miles to Concord Hospital. The Goffstown Fire Department has 55 Emergency Medical Service (EMS) employees and 2 ambulances operating from the Village and Pinardville Stations.

**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/disaster plan will invoke it in concert with this plan.

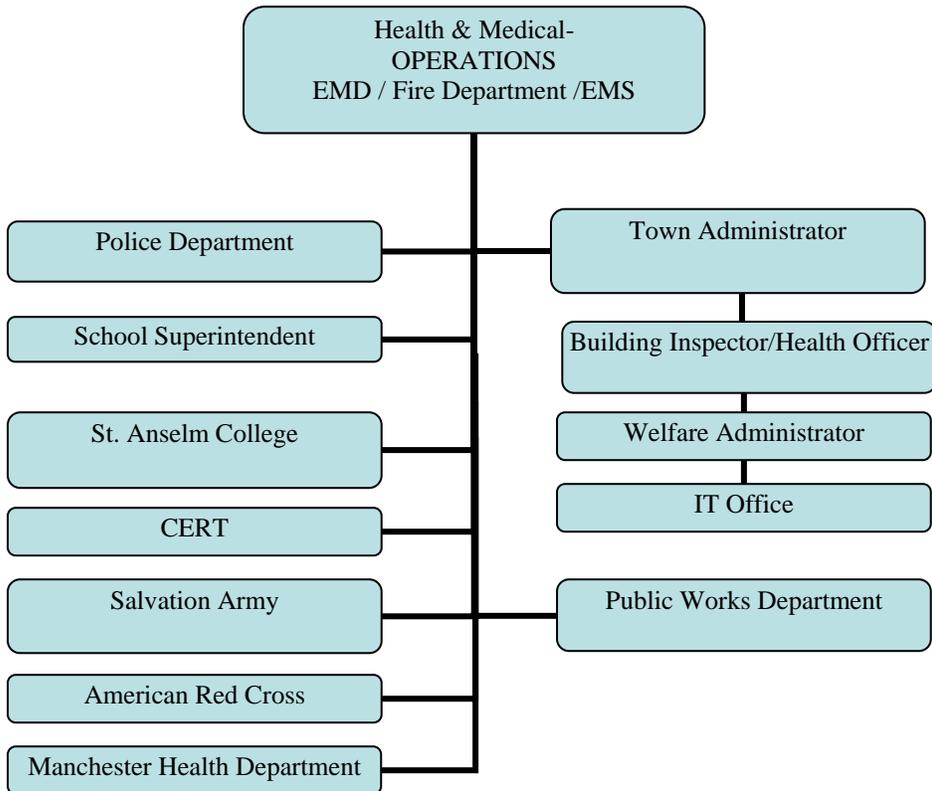
In the post-disaster period, potential threats to human health such as contaminated water could be possible. Therefore, the public must be alerted to them and the procedures necessary for safeguarding health.

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 EMD, Fire Chief and Health Officer. Federal and state officials will assist in the decision-making process.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 8-1.



*Figure 8-1*

### ***C. Emergency Response Actions***

Upon activation of Health & Medical, the Fire Department will:

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

### ***D. Deactivation***

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

## **IV. Roles and Responsibilities**

**The Fire Department/EMS will:**

- Provide all emergency medical treatment functions
- Coordinate emergency health and medical functions with the Health Officer
- Assess the medical capabilities on hand and report these to the EMD
- Establish medical procedures for evacuees at the shelter(s)
- Perform such other emergency functions to the best of its ability as requested by the Town Administrator/EOC
- Provide situational reports containing the number, type and severity of casualties to the EMD
- Perform all administrative and operational functions of the EMS Service
- Provide direction and control of the EMS Division during a disaster situation operating from the Emergency Operations Center (EOC)
- Coordinate medical assistance with area Hospitals, if necessary
- Establish procedures for evacuating medically ill patients
- Act as liaison with the state Health & Human Services Department
- Coordinate implementation of public immunization

**The Emergency Management Director will:**

- Will activate CERT as needed
- Assist the Fire Department/EMS 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

**The Police Department 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 Public Works Department will:**

- Assist with Staging Facility for triage
- Assist Police Department with traffic control

**The Town Administrator will direct Building Inspector / Health Officer:**

- Support all health functions as needed.

**The Town Administrator will direct the Welfare Administrator to:**

- Support in the implementation of ESF 8 - Health & Medical

**The School Superintendent will:**

- Assist in the coordination of bus transportation and school facilities

**The CERT Director will:**

- Start call out notification.
- Stage CERT membership at rally point awaiting deployment instructions from the EMD.

**The American Red Cross will:**

- Assist in the support of ESF 8 Health and Medical.

**The Manchester Health Department will:**

- Assist in the support of ESF 8 Health and Medical.

**The Salvation Army will:**

- Assist in the support of ESF 8 Health and Medical.

**Saint Anselm College will:**

- Assist in the support of ESF 8 Health and Medical.

**V. References**

**A. *Standard Operating Guidelines (SOGs)***

Goffstown Fire Department Standard Operating Guidelines

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

Souhegan Fire Aid Mutual Aid Agreement  
New Hampshire State Wide Fire Mutual Aid Plan  
Border Area Mutual Aid Agreement

**C. *Plans***

Town of Goffstown Multiple and Mass Casualty Incident Management Plan  
Public Health Emergency Preparedness and Response Plan for the Manchester All Health Hazards Region, which includes the following annexes:

- Pandemic Influenza Annex
- Medical Surge Annex
- Risk Communication Annex
- Point of Dispensing Annex
- Mass Fatality Management Annex (June 30, 2008)

**VI. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

**9 - SEARCH AND RESCUE**

**Co-Primary Agency:** Police Department  
Fire Department/EMS

**Support Agencies:** Public Works Department  
Emergency Management Director  
CERT

**I. Introduction**

**A. Purpose**

To provide assistance in all activities associated with Search and Rescue operations. To coordinate the integration of personnel and equipment resources.

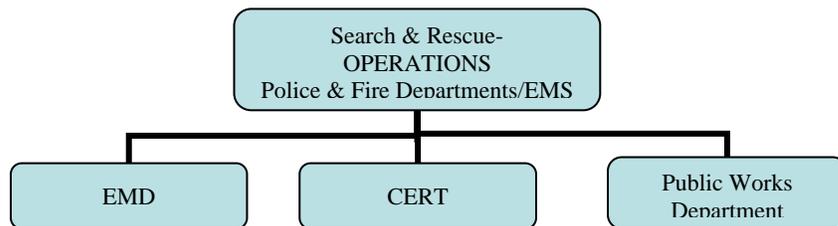
**II. Concept of Operations**

**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 buildings, urban, water and woodlands incidents.

**B. Organization**

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



**Figure 9-1**

**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***

The Police and/or Fire Department will be responsible for the following:

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

1. Identify specific areas that would sustain recovery efforts.
2. Mobilization needs for resources, personnel and equipment.
3. Determine transportation and traffic control requirements.
4. Determine the coordination capabilities between local, state and federal officials to initiate recovery efforts.

***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**

#### **The Police Department 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 Fire Fighting, to provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
- Coordinate with 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.

#### **The Fire Department/EMS 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.

**The Public Works Department will:**

- Provide search and rescue support through equipment and personnel

**The EMD will:**

- Will activate CERT as needed
- Provide assistance in search missions
- Provide direction and control at the Emergency Operations Center

**The CERT Director will:**

- Start Call Out Notification
- Stage CERT membership at Rally Point, awaiting deployment instructions from EMD

**IV. References**

**A. *Standard Operating Guidelines. Standard Operating Procedures (SOGs/SOPs)***

Goffstown Fire Department Standard Operating Guidelines  
Goffstown Police Department Standard Operating Procedures

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

Police Mutual Aid Agreements with surrounding communities  
any Special Operations Unit  
Souhegan Fire Aid Mutual Aid Agreement  
New Hampshire Statewide Fire Mobilization Guide  
Border Area Mutual Aid Agreement  
Hillsborough County Mutual Aid Agreement

**V. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

## **10 - HAZARDOUS MATERIALS**

**Primary Agency:** Fire Department/EMS

**Support Agencies:** Emergency Management Director  
Police Department  
Public Works Department  
Town Administrator (Building Inspector/ Health Officer)  
School Superintendent  
Manchester Health Department

### **I. Introduction**

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

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

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

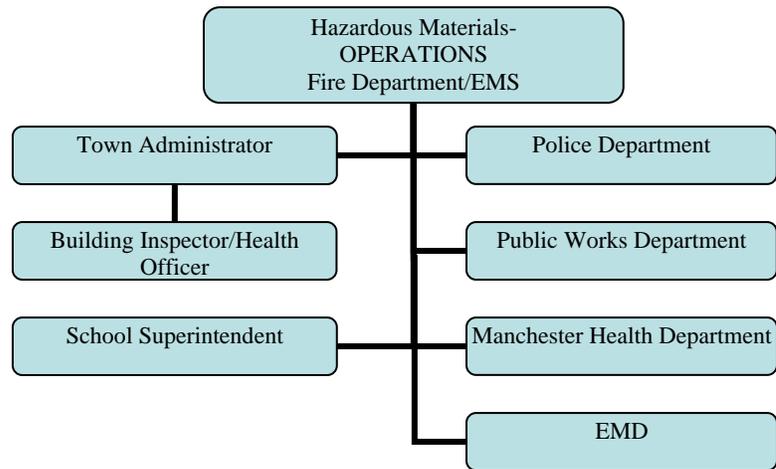
The local scope under this function shall include actions taken through the application of equipment, and technical expertise to control and contain HazMat incidents during response and recovery.

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 ESF will utilize the Souhegan Mutual Aid Response Team (SMART) organization, processes, and procedures, in addition to Goffstown Fire Department Standard Operating Guidelines.

## II. Concept of Operations

### A. *Organization*

The functional organization structure of this ESF is shown in Figure 10-1



*Figure 10-1*

### B. *Notification and Activation*

- Upon notification of an incident, the Goffstown Fire Department will be requested to activate and coordinate Hazardous Materials activities from the EOC.
- The Goffstown Fire Department will implement existing operating procedures, mutual aid agreements, vendor contracts, and notifications as outlined within existing protocols.
- Deployment of personnel and resources will take place in accordance with established mobilization guidelines.

### C. *Emergency Response Actions*

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

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

- 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.

#### ***D. Recovery Actions***

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

#### ***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 operations requirements.

### ***III. Roles and Responsibilities***

#### **The Fire Department/EMS will:**

- Establish and maintain a database of entities that sell, manufacture, store and/or transport extremely hazardous substances in town.
- Coordinate with Transportation and Public Works and Engineering, during HazMat scenarios involving transportation incidents.
- Ensure the use of Incident Command System (ICS) during all HazMat incidents in town.
- Coordinate local activities during HazMat incidents.
- Ensure appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required.
- Coordinate with Resource Support in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations.
- 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 (staff, equipment, etc)
  5. Allocation of HazMat resources.
  6. Status of operation facilities (i.e. staging areas, fixed/mobile command posts)

- 7. Plume modeling information
- 8. Coordinate with Health & Medical for health and safety of response personnel.

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

**The Emergency Management Director will:**

- Provide direction and control at the Emergency Operations Center.

**The Police Department will:**

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

**The Public Works Department will:**

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

**The Town Administrator will direct Building Inspector/Health Officer to:**

- 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 School Superintendent will:**

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

**The Manchester Health Department will:**

- Assist the fire department/EMS in the implementation of Hazardous Materials, ESF.

***IV. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

Goffstown Fire Department Standard Operating Guidelines  
Goffstown Police Department Standard Operating Procedures

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

Souhegan Mutual Aid Response Team Agreement

***C. Plans***

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

***V. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

## **11 - FOOD AND WATER**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Police Department  
Fire Department/EMS  
Town Administrator (Building Inspector/Health Officer, Finance Director, Welfare Administrator)  
Public Works Department  
School Superintendent  
American Red Cross  
St. Anselm College  
Goffstown Village Water Precinct  
Grasmere Village Water Precinct  
Manchester Water Works  
CERT  
Salvation Army  
Goffstown Food Network

### **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.

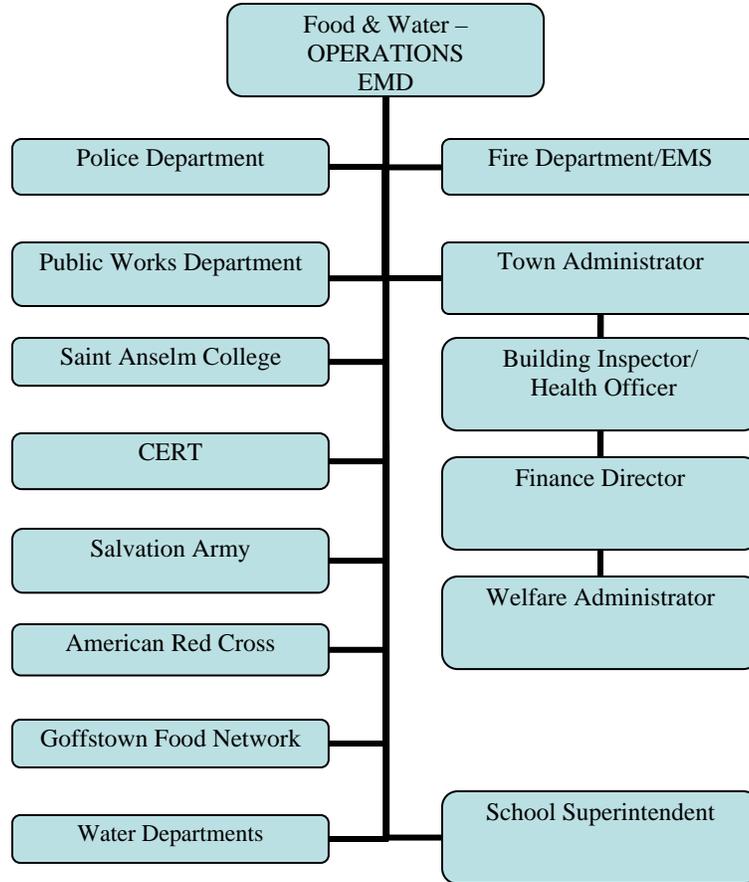
### **II. Concept of Operations**

#### ***A. General***

This ESF will coordinate food and potable water supplied to designated sites and coordinate such activities through Mass Care and Shelter with the American Red Cross (ARC) or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food vouchers.

**B. Organization**

The functional organization structure of this ESF is shown in Figure 11-1



*Figure 11-1*

**C. Notification and Activation**

Upon notification of an emergency or impending incident, the EMD would request activation of Food & 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***

**The Emergency Management Director will:**

- Activate CERT as needed.
- Maintain records of the cost of supplies, resources, and employee hours needed to respond to the disaster.
- 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 vouchers 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 Police Department will:**

- Assist the EMD and Welfare Administrator on measures of security needed.

**The Fire Department/EMS will:**

- Assist the EMD and Welfare Administrator in the implementation of Food & Water.

**The Town Administrator will direct the Welfare Administrator to:**

- Coordinate provision and distribution of food and potable water and the provision of transportation to distribute food stocks.
- Coordinate feeding operations with the American Red Cross.
- Make available on-hand food supplies.
- Coordinate with Health & Medical, to assess damage to food and potable water supplies, as necessary.
- Coordinate with Mass Care and Shelter and Volunteers and Donations, to determine the food need of the affected population(s).
- Develop a course of action that will ensure timely distribution of food.
- Coordinate food and potable water supplied 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.

**The Town Administrator will direct the Health Officer to:**

- 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 Town Administrator will direct the Finance Director to:**

- Disperse funds to implement food and water ESF.

**The Public Works Department will:**

- Assist in transportation of food and water to designated shelters.

**The School Superintendent will:**

- Assist the Health Officer on the occupying of and emerging from shelters based on monitored data from local, state, and federal sources.
- Assist in the identification of shelter managers and monitors and distribute shelter management and monitoring guidance material as needed.
- Assist the Health Officer of the facilities providing the best protection.

**The 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.
- Monitor and report the number of people and meals served on a daily basis.
- Provide mass care feeding in the field.

**The CERT will:**

- Assist the primary and secondary agencies, as needed.

**The Salvation Army will:**

- Assist the ARC with mass care feeding

**The Goffstown Food Network will:**

- Assist in the provisions of food supplies

**Saint Anselm College will:**

- Assist in implementation of ESF 11.

**The Water Departments (Grasmere and Goffstown Village Water Precincts, and Manchester Water Works) will:**

- Assist in the implementation of ESF 11.

***V. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

None

***VI. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

## **12 - ENERGY**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Police Department  
Fire Department/EMS  
Public Works Department  
Town Administrator

### **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.

### **II. Concept of Operations**

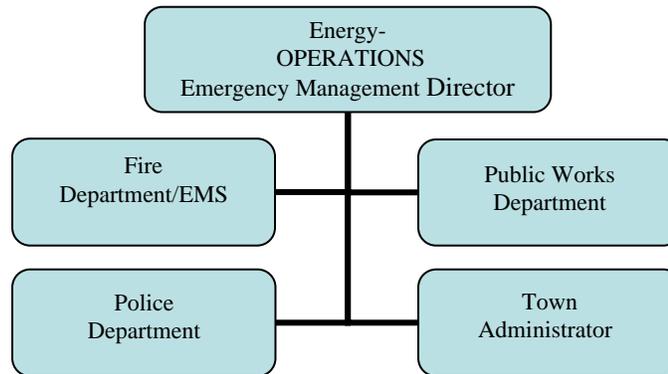
#### ***A. General***

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***

The functional organization structure of this ESF is shown in Figure 12-1



*Figure 12-1*

### ***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 Goffstown, the EMD will request agency representatives to activate Energy from the EOC.

Upon activation, the EMD will implement existing operating procedures and support agency notification as outlined in existing protocols.

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

The following should be considered for emergency response:

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

### ***E. 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***

### **The Emergency Management Director will:**

- Provide direction and control of the EOC in the implementation of the ESF.
- 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.

### **The Police Department will:**

- Provide traffic control at utility restoration locations.
- Provide security for areas without power, as staff availability allows.
- Provide back-up communication

### **The Fire Department/EMS 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 Public Works Department will:**

- 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.
- Assess fuel and electrical power damage, energy supply and demand, and assist in identifying requirements for restoration.
- Provide assistance to energy suppliers in obtaining equipment, specialized personnel and transportation to repair or restore energy systems.

- 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
  2. Status of Critical Facilities
  3. Areas without energy
  4. Unmet needs (staff, equipment, etc)
  5. Staffing and resource capabilities and shortfalls.
  6. Coordinate with ESF-8, the health and safety of response personnel.

**The Town Administrator will:**

- Provide public information announcements.

***IV. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

None

***V. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

## **13 - LAW ENFORCEMENT AND SECURITY**

**Primary Agency:** Police Department

**Support Agencies:** Emergency Management Director  
Fire Department/EMS  
Public Works Department  
CERT

### **I. Introduction**

#### **A. Purpose**

To provide for a coordinated emergency response for law enforcement and 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 33 sworn members (consisting of 30 full-time and 3 part-time). 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 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.

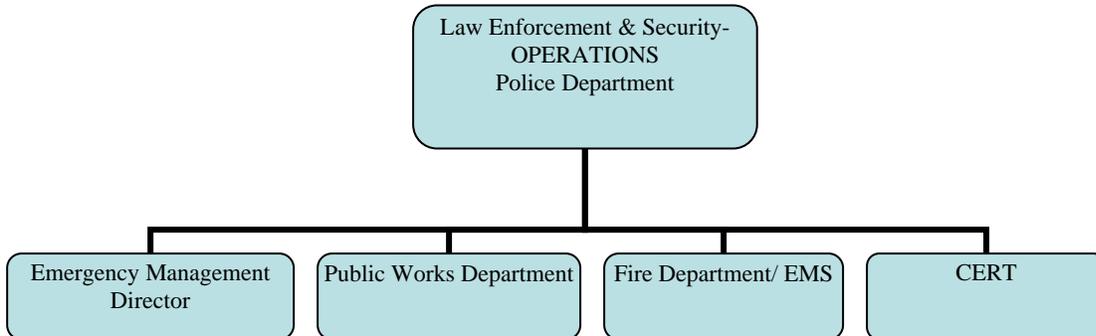
### **III. Concept of Operations**

#### **A. General**

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

## B. Organization

The functional organization structure of this ESF is shown in Figure 13-1



*Figure 13-1*

## 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 Town Administrator 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
- Disburse personnel and equipment to strategic locations or in concert with EOC decisions.
- Assist the Fire Department in emergency public warning procedures as outlined in Communications & Alerting.
- Coordinate the establishing 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.

***D. Emergency Response Actions***

Immediate actions upon activation include but are not limited to:

- Establishing necessary communications with field operations.
- Assessing of overall law enforcement needs and response capabilities.
- Managing and coordinating the Goffstown’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 demobilization of resources, manpower, and equipment.

***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 & 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***

**The Police Department 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 areas to augment law enforcement capabilities
- Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles
- Perform such other emergency functions for the safety of people and the protection of property as deemed necessary by the Town Administrator and EMD, through the Police Chief

**The Emergency Management Director will:**

- Activate CERT as needed.
- Coordinate overall direction of the evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.
- Notify the Public Works Director, Greater Manchester Chapter of the Red Cross and School Superintendent to begin sheltering procedures.
- Notify NH Homeland Security and Emergency Management and request state and/or federal assistance.
- Disseminate 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 Town Administrator.

**The Fire Department/EMS will:**

- Support in the implementation of Law Enforcement & Security.

**The Public Works Department will:**

- Assist in the provision of transportation resources to support area evacuations, as needed.

**The CERT Director will:**

- Start Call Out Notification

- ❑ Stage CERT membership at Rally Point, awaiting deployment instructions from EMD

**V. References**

**A. *Standard Operating Procedures/Guidelines (SOPs/SOGs)***

The Police Department Standard Operating Procedures

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

The Goffstown Police Department maintains Mutual Aid Agreements with contiguous communities  
Hillsborough County Mutual Aid Agreement  
Manchester and State Police Special Operations Units

**VI. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

## **14 - PUBLIC INFORMATION**

**Co-Primary Agency:** Emergency Management Director/ Town Administrator

**Support Agencies:** Selectmen  
Police Department  
Fire Department/EMS  
Public Works Department  
Building Inspector/Health Officer, GTV, IT Office (Reports to Town Administrator)  
School Superintendent  
Manchester Health Department  
Library Director  
CERT

### **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***

##### **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.

### **Means of Dissemination:**

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

- Emergency Alert System (EAS)
- Television
- Radio
- Cable TV not participating in EAS (GTV)
- 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/Town Website
- HAM Radio Association

### **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 life 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.

### **B. Planning Assumptions**

The citizens of Goffstown 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. To avoid confusing and misleading statements, there should be a single media contact person. Also a method of handling rumors should be established to avoid misinformation being spread.

### ***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.

#### ***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 Homeland Security and 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 – Homeland Security and Emergency Management (HSEM), 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.

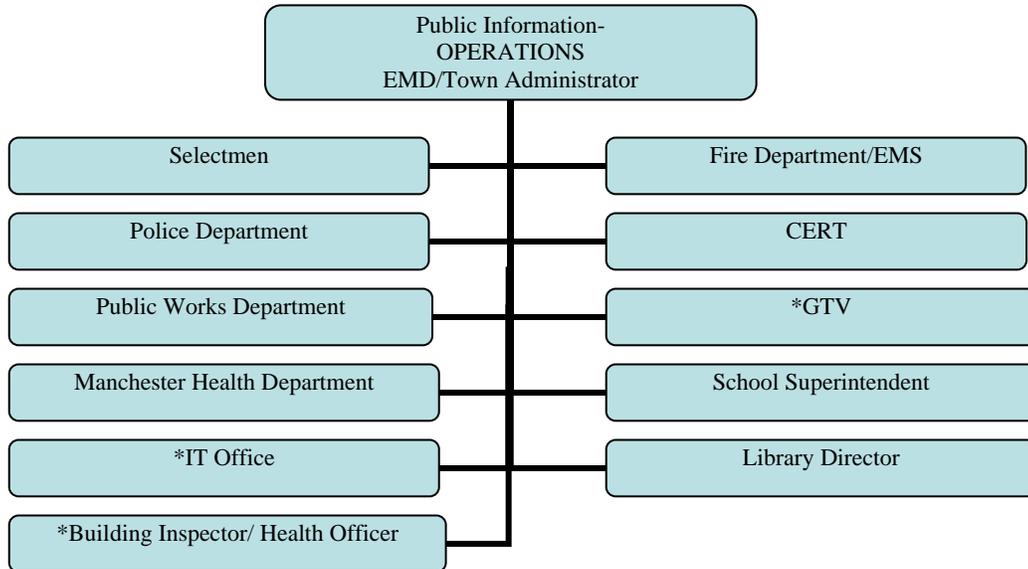
##### **Federal Information Support Structure:**

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**

The functional organization structure of this ESF is shown in Figure 14-1



**Figure 14-1**

\*Reports to Town Administrator

**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 Goffstown 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.

***IV. Roles and Responsibilities***

**The Emergency Management Director will:**

- Coordinate overall direction of the evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.
- Notify the Public Works Department, Greater Manchester Chapter of the Red Cross, School Superintendent and CERT to begin sheltering procedures.
- Notify NH Homeland Security and Emergency Management and request state and/or federal assistance.
- Disseminate 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.
- Authorize the activation of the local area EAS and other warning systems
- Gather and analyze all public information and instructions and provide to Town Administrator
- Provide information to the Town Administrator for news releases
- Arrange regular media briefings
- Establish an emergency media center, if necessary
- Establish a rumor control system
- Authorize the activation of CERT

**The Town Administrator 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. In the absence of both, this responsibility will default to the EMD.
- Authorize the activation of the local area EAS and other warning systems
- Prepare news releases
- Direct GTV to prepare and transmit news releases
- Direct IT Office to produce all necessary web postings

- Direct the Building Inspector/Health Officer to provide information for media interviews and press conferences, as requested and appropriate

**The Selectmen will:**

- Be available to assist the Town Administrator with the dissemination of information to the public

**The Police Department will:**

- Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the Town Administrator
- Provide departmental public information and public education support, as requested, to the State EOC Public Information Officer during an emergency or disaster

**The Fire Department/EMS will:**

- Provide information for media interviews and press conferences, as requested and appropriate, in coordination with the Town Administrator
- 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 Department will:**

- Provide information to the EMD on status of emergency
- Assist in setting up the press staging area, if personnel are available

**The School Superintendent will:**

- Provide departmental public information and public education support, as requested, to the EMD during an emergency or disaster

**The Library Director will:**

- Assist in the implementation of ESF 14

**The Manchester Health Department will:**

- Assist in the implementation of ESF 14

**The CERT Director will:**

- Start Call Out Notification

- Stage CERT membership at Rally Point, awaiting deployment instructions from EMD
- Assist primary and support agencies as needed.

***V. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

NH Amateur Radio Emergency Service (ARES)/Amateur Radio Relay League (ARRL)

***VI. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

## **15 - VOLUNTEERS AND DONATIONS**

**Primary Agency:** Emergency Management Director

**Support Agencies:** Selectmen  
Police Department  
Fire Department/EMS  
Town Administrator (Finance Director, Welfare Administrator)  
School Superintendent  
American Red Cross  
St. Anselm College  
CERT  
Salvation Army  
Goffstown Food Network

### **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.

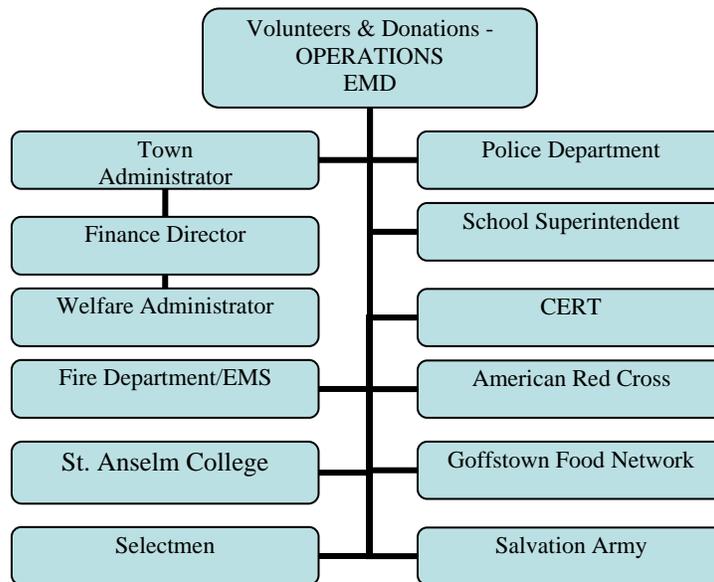
### **II. Concept of Operations**

#### ***A. General***

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

## B. Organization

The functional organization structure of this ESF is shown in Figure 15-1



*Figure 15-1*

## 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 Volunteers & Donations from the EOC.
2. Volunteers & Donations may be activated at the request of an appropriate representative when an emergency condition exists and requires the support of Volunteers & Donations.
3. Upon activation the Volunteers & 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 representative will establish operations at the EOC as soon as possible after the notification and activation of Volunteers & Donations.

2. The EOC briefs the Volunteers & Donations representative 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. In coordination with other ESFs, to help meet unmet needs resulting from the disaster.

***F. Deactivation***

Partial deactivation would occur based upon the extent of the current response and recovery actions. Full deactivation of Volunteers & Donations would occur at the termination of its operations.

***III. Roles and Responsibilities***

**The Emergency Management Director will:**

- Activate CERT as needed.
- Notify all Volunteers & Donations supporting agencies upon activation.
- Coordinate with Public Information for the dissemination of information regarding disaster needs to the public.
- Coordinate with Transportation for the following:
  1. Provision of additional transportation resources in support of Volunteers & 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 Police Department will:**

- Provide security as required.
- Assist in the collection of volunteers and donations.

**The Fire Department/EMS will:**

- Assist in the collection of volunteers and donations.

**The Town Administrator will direct Welfare Administrator and Finance Director to:**

- Coordinate with Town 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 & Donations as needed.

**The School Superintendent will:**

- Assist in the collection of volunteers and donations.

**The Red Cross will:**

- Assist in the collection of volunteers and donations.

**St. Anselm College will:**

- Assist in the implementation of ESF 15.

**The CERT will:**

- Assist Fire and Police in coordination of donations.
- Organize recruitment of volunteers.

**The Salvation Army will:**

- Assist in the collection of volunteers and donations.

**The Goffstown Food Network will:**

- Assist in the collection of donations.

**The Selectmen will:**

- Assist in the implementation of ESF 15.

**V. References**

**A. *Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

None

**VI. Attachments**

**A. *Forms***

See Appendix F at the end of this EOP

## **16 - ANIMAL HEALTH**

**Primary Agency:** Police Department

**Support Agencies:** Emergency Management Director  
Public Works Department  
Town Administrator (Building Inspector / Health Officer)  
Town Clerk  
CERT

### **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.

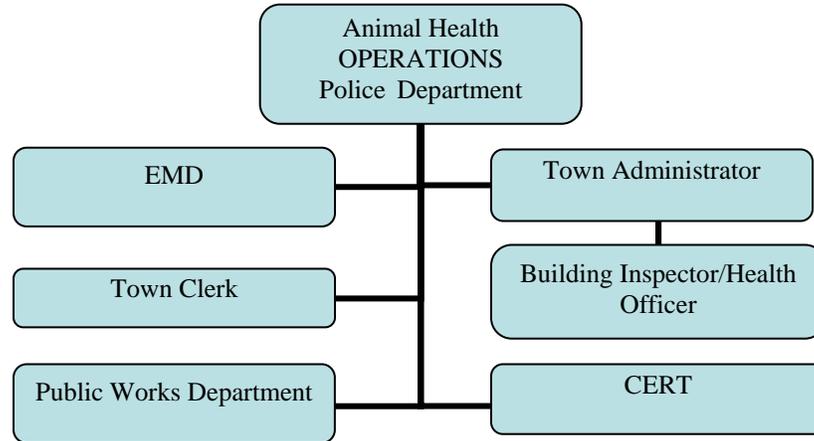
### **II. Concept of Operations**

#### ***A. General***

ESF-16 will manage and coordinate all activities/operations involved in animal health emergencies in the State, as requested, and that are beyond the capabilities of the local jurisdictions. This ESF will also provide operational guidelines for the care and support of animals in the event of a disaster.

## B. Organization

The functional organization structure of this ESF is shown in *Figure 16-1, Functional Organization of ESF-16*.



*Figure 16-1*

## 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 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.

- If the emergency involves a foreign animal disease outbreak, the ESF representative will coordinate with the Commissioner of Agriculture and HSEM to request a Secretary's Emergency (Secretary of the US Department of Agriculture) 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 EMD. Full deactivation would occur at the termination of the operational elements of Animal Health.

## ***III. Roles and Responsibilities***

### **The Police Department will:**

- Coordinate with Communications and Alerting to establish and maintain communications with field operations, as necessary.
- Provide traffic control operations and enforce quarantine areas, as requested and available.
- Coordinate with 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 Health and Medical Services and Public Information for the release of public information regarding animal health issues.
- Coordinate with Public Works and Engineering to assist in the disposal of animal carcasses and site remediation.

### **The Emergency Management Director will:**

- Activate CERT as needed.
- 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 agroterrorism.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):
  - a. Status of Containment and Disposal efforts
  - b. Road Closures and Traffic Control Points
  - c. Statistical Information such as:
    - 1) Number of Animals Culled/Destroyed (domestic and wild)
    - 2) Number of Infected Farms/Operations
    - 3) Collateral Impacts (e.g., crops)
  - d. Status of Quarantine Areas
  - e. Status of Commissioner's Declaration
  - f. Unmet Needs
  - g. Allocated Resources
  - h. Status of Critical Facilities (i.e., communications center, equipment storage sites, operational sites, etc.)
  - i. Staffing and Resource Shortfalls
  - j. Number of Animals Sheltered
  - k. Number of Animals Treated
  - l. Number of Animals Rescued and Identified

**The Public Works Department 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 Town Administrator 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 press releases and public information.
- Coordinate finances required to implement Animal Health.
- Coordinate the roles and responsibilities of the Building Inspector / Health Officer

**The Town Clerk will:**

- Provide information on animals to the Police Department

**The CERT:**

- Start call out notification.
- Stage CERT membership at rally point awaiting deployment instructions from EMD.

***IV. References***

***A. Standard Operating Procedures/Guidelines (SOPs/SOGs)***

None

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

None

***V. Attachments***

***A. Forms***

See Appendix F at the end of this EOP

***Town of Goffstown***  
***HazMat Plan Annex***

(Please see the Town of Goffstown HazMat Plan)

**Town of Goffstown**  
**New Hampshire State Prison (W)**  
**Emergency Plan Annex**

(Please see NH State Prison (W) Emergency Plan)

***Town of Goffstown***  
***Terrorism Annex***

**TABLE OF CONTENTS**

	<b><u>Page</u></b>
<b><u>I. Introduction</u></b>	
A. Purpose .....	127
B. Scope.....	127
C. Structure .....	127
<b><u>II. Terrorism Hazards</u></b>	
A. Hazard Analysis and Assessment .....	129
B. Situation .....	129
<b><u>III. Situation and Planning Assumptions</u></b>	
A. Situation .....	136
B. Planning Assumptions .....	136
<b><u>IV. Concept of Operations</u></b>	
A. General .....	137
B. Organization... ..	137
C. Warning.....	139
D. Notification and Activation.....	140
E. Communications .....	140
F. Plan Implementation .....	140
G. Incident Phases.....	142
H. Roles & Responsibilities.....	146
I. Interagency Coordination.....	151

**V. Authorities and References**

A. Plans .....151

B. Standard Operating Procedures/Guides .....151

**Co-Primary Agencies:** Goffstown Police Department  
Goffstown Fire Department

**Support Agencies:** Town Administrator (Building Inspector / Health Inspector)  
Public Works Department  
Emergency Management Director

## **I. Introduction**

### **A. Purpose**

1. This Terrorism Annex is to ensure that the Town of Goffstown Emergency Operations Plan (EOP) is adequate to respond to threats of and acts of terrorism within the Town. This document:
  - a. *Defines response and recovery actions.*
  - b. *Generally describes operational procedures.*
  - c. *Defines Emergency Support Functions.*
2. The Town of Goffstown 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.

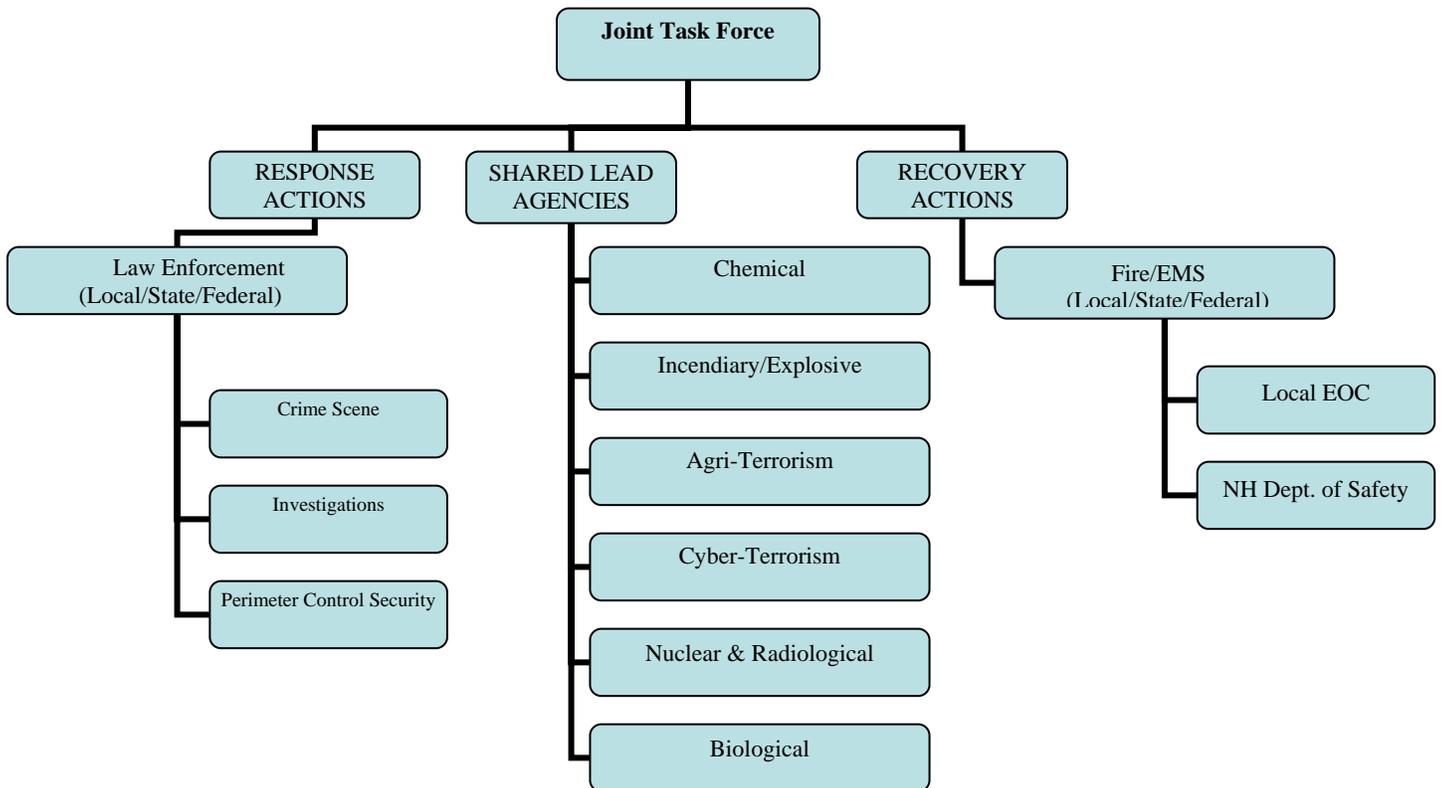


Figure 1 - The relationships between response and recovery action management

## **II. Terrorism Hazards**

### **A. Hazard Analysis and Assessment**

1. An act of terrorism, particularly an act directed against a large population area within the Town of Goffstown involving CBRNE/WMD, Cyber- and/or Agro-terrorism, may produce major impacts that will overwhelm the capabilities of the Town 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 Community'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*.

<b>Stated Threat to Release a Biological Agent</b>
<b>Unusual Occurrence of Dead or Dying Animals</b>
<b>Unusual Casualties</b> <ul style="list-style-type: none"> <li>• Unusual illness for region/area</li> <li>• Definite pattern inconsistent with natural disease</li> </ul>
<b>Unusual Liquid, Spray, Vapor, or Powder</b> <ul style="list-style-type: none"> <li>• Spraying; suspicious devices, packages, or letters</li> </ul>

*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.

<b>Stated Threat to Release a Chemical Agent</b>
<p><b>Unusual Occurrence of Dead or Dying Animals</b> For example, lack of insects, dead birds</p>
<p><b>Complaint of Product Tempering</b></p> <ul style="list-style-type: none"> <li>• Unexplained/Unusual odor</li> <li>• Unusual taste</li> </ul>
<p><b>Unexplained Casualties</b></p> <ul style="list-style-type: none"> <li>• Multiple victims</li> <li>• Surge of similar 911 calls</li> <li>• Serious illnesses</li> <li>• Nausea, disorientation, difficulty breathing, or convulsions</li> <li>• Definite casualty patterns</li> </ul>
<p><b>Unusual Liquid, Spray, Vapor, or Powder</b></p> <ul style="list-style-type: none"> <li>• Droplets, oily film</li> <li>• Unexplained odor</li> <li>• Low-lying clouds/fog unrelated to weather</li> </ul>
<p><b>Suspicious Devices, Packages, or Letters</b></p> <ul style="list-style-type: none"> <li>• Unusual metal debris</li> <li>• Abandoned spray devices</li> <li>• Unexplained munitions</li> </ul>

**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.

<b>Stated Threat to Deploy a Nuclear or Radiological Device</b>
<b>Presence of Nuclear or Radiological Equipment</b> <ul style="list-style-type: none"> <li>Spent fuel canisters or nuclear transport vehicles</li> </ul>
<b>Radiological Sickness Symptoms</b> <ul style="list-style-type: none"> <li>Burns, nausea, hair loss</li> </ul>
<b>Detonation of a Nuclear Device</b>
<b>Nuclear Placards/Warning Materials Along with Otherwise</b>
<b>Unexplained Casualties</b>

*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.

<b>Stated Threat of a Cyber-terrorism Attack</b>
<b>Detection of a Computer Virus by a Software Program</b>
<b>Unexplained Malfunctioning of a Computer Control System That Could Result in Injury or Death</b> <ul style="list-style-type: none"> <li>• E-9-1-1 System</li> <li>• Streetlights</li> <li>• Air Traffic Control System</li> </ul>
<b>Collapse of Infrastructure Computer System</b> <ul style="list-style-type: none"> <li>• Electric Power Grid</li> <li>• Nuclear Power Plant</li> <li>• Water Treatment Plant</li> </ul>
<b>Collapse of Vital Computer Databases</b>

*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.

<b>Stated Threat to Release a Chemical/Biological Agent into the Agriculture Industry</b>
<b>Unusual Liquid, Spray, Vapor or Powder</b>
<b>Unexplained Presence of Dead or Dying Animals, Birds and/or Insects</b>
<b>Presence of Abandoned Spray Devices</b>

*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 Goffstown EOP and its ESF components.
- 2. When directed, the 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.

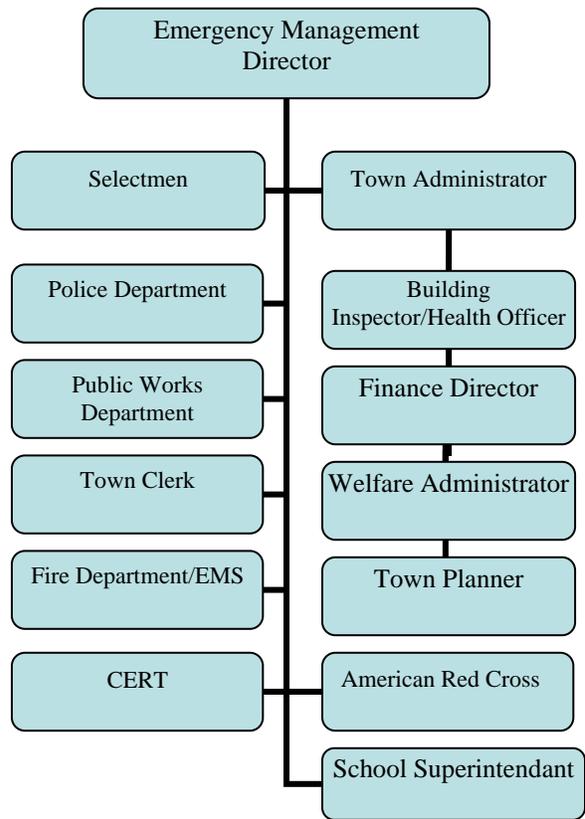
#### **IV. Concept of Operations**

##### **A. General**

1. Response and Recovery actions to terrorist events will be conducted in accordance with established policies, plans, procedures, and guides.
  - a. The Police and Fire Departments will maintain the Town's lead responsibility for response management to threats or acts of terrorism.
  - b. The Police and Fire Departments have shared responsibility for all recovery actions.
2. The *Goffstown 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 Town of Community. Direction and control remains the responsibility of the Police and Fire Departments with implementation and coordination conducted by the EMD.



**Figure 2 – EOC Organization Chart**

2. *Interagency Coordination*

Under the Basic Plan of the Goffstown 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.

3. *Specialized Teams/Units*

- a. **Manchester PD / State Police Special Operations Units:** Regional Police unit(s) whose skills and resources could be used to mitigate and respond to the affects of a terrorist incident in the region.
- b. **NH National Guard WMD – Civil Support Team:** the National Guard has specialty units available to support local communities in the event of a terrorist event.
- c. **Souhegan Mutual Aid Response Team (SMART):** 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. **Goffstown EOC located at the Goffstown Police Station.**

***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 Goffstown Police and Fire Departments and the EMD will be notified of any suspected terrorist threats or incidents in the Town of Goffstown.
- 4. The FBI will notify State and local law 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 (Severe)**. The Goffstown EOC will be activated if there is specific information targeting locations in Goffstown, NH.
4. In the event the threat level is raised to **Orange (High)**, 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 Town, which includes voice, data, video, and fax.
2. Under the Goffstown EOP ESF-2, Communications and Alerting will coordinate measures to ensure communications interoperability among the response agencies.

#### ***F. Plan Implementation***

1. ***Response Actions***

- a. Local Lead Agency assignment for Response Actions is the Goffstown Police and Fire Departments for general threats or acts of terrorism within the Town of Goffstown.
- 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 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 Police and Fire Departments shall ensure that the Goffstown EOP is adequate to recover from the consequences of terrorism.
- b. The Police and Fire Departments, with the support of all agencies in the Goffstown 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 verbally, written, intelligence-based or other form.
- b. In response to a credible or significant threat involving CBRNE/WMD/Cyber- or Agro-terrorism, the 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 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 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 (Bureau of Emergency Management) to implement the State of New Hampshire 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 Town's Board of Selectmen or their designee regarding the need to activate the Town'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 Goffstown Police and/or 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 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 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 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 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).

Community, NH Operational Levels	Local Description	Associated Local Actions	FBI Threat Levels	Associated Federal Actions
Normal Operations Low Condition (Green).	Consist of the daily operations agencies must carry out, in absence of an emergency situation, to ensure readiness.	Preparedness, planning, training, and exercise activities are being conducted.	Level 4 – Minimal Threat	Received threat does not warrant actions beyond normal liaison notifications or placing assets on higher alert status.
Operation Level 1 Guarded Condition (Blue) Elevated Condition (Yellow)	Monitoring phase triggered by the potential for an event that could threaten life, property, or the environment.	Local agencies and ESFs that would need to take action, as part of their everyday responsibilities will be notified.	Level 3 – Potential Threat	Intelligence indicates potential for terrorist incident, but not deemed credible.
Operation Level 2 High Condition (Orange)	Partial activation of the local EOC. Triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life.	All ESF primary agencies are notified. The EOC is staffed with assigned personnel and the necessary ESFs.	Level 2 – Credible Threat	Confirms involvement of WMD in developing terrorist incident. State and local law enforcement notified. Federal assets pre-deployed as required.
Operation Level 3 Severe Condition (Red)	Full activation of the EOC. Triggered by extremely hazardous conditions that are imminent or occurring. Highest state of alert.	All primary and support agencies under the Town’s EOP are notified. The EOC will be on full activation with 24-hour staffing by assigned personnel and all necessary ESFs.	Level 1 – Weapons of Mass Destruction Incident	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.

Figure3 - Alignment of Operational Levels with FBI Threat Levels

## ***H. Roles and Responsibilities***

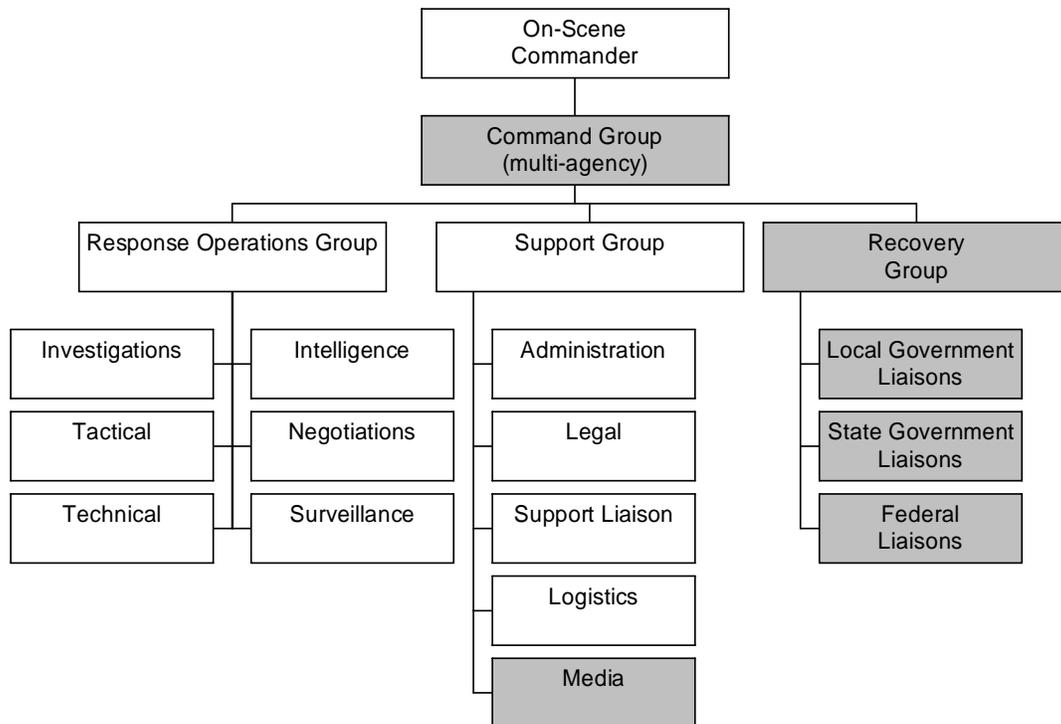
### **General**

1. Upon activation of EOP (either in whole or in part), Town 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 EOP.
1. **The 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. Coordinating the threat assessment.
    - e. Assisting the NH State Police and FBI with crime scene management.
    - f. Conduct victim interviews and collect information and/or description of perpetrator
    - g. Coordinate closely with state law enforcement authorities and other State agencies for law enforcement resolution.
    - h. Establish and maintain a secure communications capability to include voice, data, and fax.
    - i. Provide security and integrity of the Town's Energy infrastructure.
    - j. Disseminate threat information with designated ESFs and other local/state departments, as appropriate.

- k. Provide 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.
  - 4. Combined epidemiological/criminal investigations.
- l. Coordinate with ESF-2, Communications and Alerting regarding tracing/investigating Cyber-terrorist attacks and securing affecting sites.
- m. Coordinate with ESF-6, Mass Care and Shelter to provide information about a potential perpetrator of a terrorist incident.
- n. Coordinate with ESF-8, Health and Medical Services regarding epidemiological/criminal investigations for bioterrorism, nuclear, and radiological terrorism incidents.
- o. Coordinate with ESF-16, Animal Health regarding epidemiological/criminal investigations for incidents involving Agro-Terrorism.
- p. Assume the shared role with Fire 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.
  - 6. Dispersal of the Strategic National Stockpile (SNS).
  - 7. Management of immunization clinics.
- q. If State or Federal agencies are involved, then the Police Department also coordinates with them. The 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.



*Figure 3 - Joint Operations Center Structure*

2. **The 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 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.
    6. Dispersal of the Strategic National Stockpile (SNS).
    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 Emergency Management Director will:**

- a. Provide information to the Board of Selectmen for press releases
- b. Provide information to the Joint Operations Center for media and public information

**The Public Works Department will:**

- a. Establish and maintain the security and integrity of the Town's road and bridge infrastructure.

**The Town Administrator 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.

**The Town Administrator will instruct the Building Inspector / Health Inspector to:**

- 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. Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.
- c. Implement plans and procedures to prevent, contain, and/or mitigate the chemical, biological, or radiological agent introduced into the agricultural and livestock environment.
- d. 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.
- e. Coordinate with ESF-10, Hazardous Materials to ensure safe entry to the incident site, as necessary.
- f. Coordinate with ESF-13, Law Enforcement and Security regarding epidemiological/criminal investigations, as needed.

**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***

1. Goffstown Emergency Operations Plan
2. Goffstown Hazardous Materials Plan
3. Goffstown Hazard Mitigation Plan

**B. *Standard Operating Procedures/Guidelines***

1. Goffstown Police Department Standard Operating Procedures
2. Goffstown Fire Department Standard Operating Guidelines

**Town of Goffstown**  
**Gregg's Falls EAP Annex**

(Please see Greggs Falls Emergency Action Plan)

**Town of Goffstown**  
**Hazard Mitigation Plan Annex**

(Please see Town of Goffstown Hazard Mitigation Plan)

# *Appendix A:*

## *Acronyms and Abbreviations*

<b>ARC</b>	American Red Cross
<b>ALS</b>	Advanced Life Support
<b>ARES</b>	Amateur Radio Emergency Service
<b>BEM</b>	Bureau of Emergency Management
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, and Explosive
<b>CDC</b>	Centers for Disease Control and Prevention
<b>CERCLA</b>	Comprehensive Environmental Response, Compensation, and Liability Act
<b>CFR</b>	Code of Federal Regulations
<b>COOG</b>	Continuity of Government; also Council of Governments
<b>COOP</b>	Continuity of Operations
<b>DES</b>	Department of Environment Services
<b>DFO</b>	Disaster Field Office
<b>DOC</b>	Department Operations Center
<b>DoD</b>	Department of Defense
<b>DOE</b>	Department of Energy
<b>DHHS</b>	Department of Health and Human Services
<b>DHS</b>	Department of Homeland Security
<b>DMCR</b>	Disaster Management Central Resource
<b>DOJ</b>	Department of Justice
<b>DOT</b>	Department of Transportation
<b>DPP</b>	Domestic Preparedness Program
<b>DRC</b>	Disaster Recovery Center
<b>DRED</b>	Department of Resources and Economic Development
<b>EAS</b>	Emergency Alert System
<b>EMA</b>	Emergency Management Agency
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMD</b>	Emergency Management Director
<b>EMI</b>	Emergency Management Institute
<b>EMS</b>	Emergency Medical Services
<b>EO</b>	Executive Order
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>EPA</b>	U.S. Environmental Protection Agency
<b>EPCRA</b>	Emergency Planning and Community Right-to-Know Act
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOC</b>	Field Operations Center
<b>FOG</b>	Field Operating Guide
<b>FRERP</b>	Federal Radiological Emergency Response Plan
<b>FRP</b>	Federal Response Plan (to become the National Response Plan)
<b>GIS</b>	Geographical Information Systems
<b>HazMat</b>	Hazardous Material(s)
<b>HSPD-5</b>	Homeland Security Presidential Directive-5

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<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander or Incident Command
<b>ICC</b>	Incident Command Center
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IMS</b>	Incident Management System
<b>IMT</b>	Incident Management Team
<b>JIC</b>	Joint Information Center
<b>JIS</b>	Joint Information System
<b>LNO</b>	Liaison Officer
<b>MA</b>	Mutual Aid
<b>MHz</b>	Megahertz
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NAWAS</b>	National Warning System
<b>NDMS</b>	National Disaster Medical System
<b>NFA</b>	National Fire Academy
<b>NFIP</b>	National Flood Insurance Program
<b>NGO</b>	Nongovernmental Organization
<b>NIMS</b>	National Incident Management System
<b>NRP</b>	National Response Plan
<b>NWS</b>	National Weather Service
<b>ODP</b>	Office for Domestic Preparedness (DHS)
<b>PA</b>	Public Assistance
<b>PDA</b>	Preliminary Damage Assessment
<b>PDD</b>	Presidential Decision Directive
<b>PHS</b>	Public Health Service
<b>PIO</b>	Public Information Officer
<b>POLREP</b>	Pollution Report
<b>PSA</b>	Public Service Announcement
<b>PVO</b>	Private Voluntary Organizations
<b>R&amp;D</b>	Research and Development
<b>RRP</b>	Radiological Emergency Response Plan
<b>RESTAT</b>	Resources Status
<b>RNAT</b>	Rapid Needs Assessment Team
<b>ROSS</b>	Resource Ordering and Status System
<b>SARA</b>	Superfund Amendments and Reauthorization Act of 1986 (a.k.a.EPCRA)
<b>SDO</b>	Standards Development Organizations
<b>SERC</b>	State Emergency Response Commission
<b>SERT</b>	State Emergency Response Team
<b>SITREP</b>	Situation Report (Also SitRep)
<b>SLG</b>	State and Local Guide
<b>SO</b>	Safety Officer
<b>SOG</b>	Standard Operating Guideline
<b>SOP</b>	Standard Operating Procedure
<b>UC</b>	Unified Command
<b>US&amp;R</b>	Urban Search and Rescue
<b>WMD</b>	Weapon(s) of Mass Destruction
<b>WMD-CST</b>	WMD Civil Support Team

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## *Appendix B:* *Terms and Definitions*

**Aerosol** – Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

**Agency**: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative**: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**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.

**Area Command (Unified Area Command)**: An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment**: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments**: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant**: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency**: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources**: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**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.

**Branch**: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**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).

**Chain of Command**: A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In**: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chemical Agent** – A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Generally separated by severity of effect: lethal, blister, and incapacitating.

**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.

**Chief**: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**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.

**Command**: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff**: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture**: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. **Communications Unit**: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**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 (COOG)** – 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.

**Cooperating Agency**: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**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.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**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.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**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. Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives

and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**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** – 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)** – The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**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. or The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**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 Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

**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** – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event**: A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**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**: Of or pertaining to the Federal Government of the United States of America.

**Federal Coordinating Officer (FCO)** – The senior Federal official appointed in accordance with P.L. 93-288, to coordinate the overall Federal response and recovery activities.

**Federal Response Plan (FRP)** – The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management (Source: FRP Terrorism Incident Annex, April 1999).

**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.

**Function**: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**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.

**General Staff**: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group**: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

**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**: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP)**– An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP)** – 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 standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC)**: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT)**: The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives**: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**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.

**Initial Action**: The actions taken by those responders first to arrive at an incident site.

**Initial Response**: Resources initially committed to an incident.

**In-kind Donations** – Donations of goods or materials, such as food, clothing, equipment, and building materials instead of money.

**Intelligence Officer**: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Job Aid (JA)** – A document or checklist designed to provide the user with help in completing a specific task.

**Joint Information Center (JIC)** – A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS)** - Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**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.

**Jurisdiction** - A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**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.

**Liaison** - A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer** - A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Emergency Management Director** – The local government official responsible for the emergency management program at the local level.

**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 county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics**: Providing resources and other services to support incident management.

**Logistics Section**: The section responsible for providing facilities, services, and material support for the incident.

**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.

**Management by Objective**: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**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** – The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or

locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization** – The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multiagency Coordination Entity**: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems**: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**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.

**Multijurisdictional Incident**: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual Aid Agreement** – Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National**: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

**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 cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**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 Incident Management System (NIMS)**: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**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.

**Nongovernmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**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.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**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.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**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** – The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations**: The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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

**Primary Agency** – An agency, organization or group designated as an ESF primary agency serves as the executive agent under the 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.

**Private Sector**: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes**: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**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)** – A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management**: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification**: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**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 Area**: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Reception Center** – A donations management facility to receive specific, undesigned or unsolicited goods such as food, water, clothes, and building supplies.

**Recovery** – The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan**: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**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.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**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)).

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response** – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Revised Statutes Annotated (RSAs)** – The specific form of State Law, codified and recorded for reference.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**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.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 3:7.)

**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 Guideline (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:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**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.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**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.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force** – Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Terrorism** – Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**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 - An infection that can be passed between two or more animal species. This may include human hosts.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Toxicity** – A measure of the harmful effects produced by a given amount of a toxin on a living organism.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**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 Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command.)

**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.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**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.

**Volunteer**: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**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.

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**Appendix C:**  
**Authority of Emergency**  
**Response Agencies**

<b><u>Appendix C</u></b> <b><u>Authority of Emergency Response Agencies</u></b>		
<b>Governor</b>	* Delegation of Authority to EM Director / Coordinator.	*RSA 107
	* Declaration of State of Emergency.	
	* Ordering Evacuation.	
	* Ordering other Protective Actions.	
<b>American Red Cross</b>	* Provisions for Mass Care Sheltering.	LOA
<b>Department of Agriculture</b>	* Regulation of Food Handling, Preparation, Storage, & Distribution.	RSA 426
	* Environmental Sampling.	RSA 107
<b>Department of Education</b>	* Assist in Coordination of Emergency Response Activities of School Districts.	RSA 107 RSA 200
<b>Department of Employment Security</b>	* Actions & Provisions as Specified in the Disaster Relief Act of 1974.	RSA 108
<b>Department of Environmental Services</b>	* Control of Public Water Supplies.	RSA 149
	* Environmental Sampling.	
<b>Department of Health &amp; Human Services:</b> <u>Division of Community &amp; Public Health Services</u>	* Radiological Waste Disposal.	RSA 125
	* Transportation of Patients and Use of Vehicles as Ambulances.	RSA 151
	* Response Expenses.	RSA 161
	* Reciprocal Agreements.	
<u>Division of Human Services</u>	* Emergency Social Services.	RSA 161
	* Referral services for Evacuees.	
	* Emergency Shelter.	RSA 126
<b>Department of Resource &amp; Economic Development</b>	* Access & Traffic Control in State Parks & Forests.	RSA 218 RSA 12
<b>Department of Safety:</b> <u>Bureau of Emergency Management</u>	* Direction of Emergency Response Organization.	RSA 21-P
	* Control of Emergency Communications.	
	* Request Federal and Regional Assistance.	
	* Actions & Provisions of the Disaster Relief Act of 1974.	RSA 108
	* NH Radiological Emergency Response Plan.	RSA 21-P / 125
<u>Pupil Transportation</u>	* Direct Resources of Bus Services.	RSA 265
<u>State Police</u>	* Access Control.	RSA 106
	* Support to Local Police.	
	* Support to Traffic Control.	
	* Crime Prevention & Control.	
	* Request for Regional Law Enforcement Assistance.	NESPAC

\*RSA = New Hampshire Revised Statutes Annotated

**Appendix D:**  
**Hazard Analysis and Assessment**

**TABLE OF CONTENTS**

	<b><u>Page</u></b>
Table of Contents .....	182
<b><u>I. Introduction</u></b>	
A. Purpose .....	184
B. Scope.....	184
C. Situation .....	184
<b><u>II. Hazard Identification</u></b>	
A. Hazard Identification ... ..	186
<b><u>III. Hazard Vulnerability</u></b>	
A. Vulnerability Matrix .....	187
B. Risk Rating Matrix.....	188
<b><u>IV. Authorities and References</u></b>	
A. Plans.....	189

**Introduction**

**A. Purpose**

This Hazard Analysis and Assessment is the basis for both mitigation efforts and EOPs. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the Town of Goffstown has a Hazard Mitigation Plan (adopted 2004) for a detailed discussion on this topic.

From an emergency operations planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be planned for, and what resources are likely to be needed. For the purpose of emergency operations planning, basic considerations of this Appendix include the following:

1. Identify Hazards
2. Profile Hazard Vulnerability
3. Critical Facility Vulnerability

**B. Scope**

This document applies to all natural and manmade hazards in Town of Goffstown, NH that require response and recovery actions under the EOP.

**C. Situation**

1. **Government:** The Town of Goffstown is governed by a 5 member Board of Selectmen. The town maintains a full time Town Administrator, Combination full-time and on-call Fire Department, Police Department, and Public Works Department.
2. **Population:** The community has a stable population of approximately 16,929 in 2000 (US Census). There is an average 448 persons per square mile of land area. The population density varies considerably from the downtown (Village) area and Pinardville to a low density population in the Shirley Hill and Gorham Pond areas. Goffstown contains 37.1 square miles of land area and 0.5 square miles of inland water.
3. **Transportation:** The nearest interstate is Route 93 which runs north and southbound through the eastern boundaries of Manchester. State Highways include Route 114 East and West, Route 13 North and South. The Town of Goffstown does not have public transportation. The closest major airport is Manchester Airport located 10 miles east of Goffstown.
4. **Water & Sewer System:** Water supply is provided by the Goffstown Village Water District, Grasmere Village Water District and the Manchester Water Works. Sewer treatment is provided by the Town of Goffstown in the Village area with outlying areas relying on private septic systems.

**5. Employment\*:**

<b>Largest Employers*</b>	<b>Product/Service</b>	<b>Employees</b>
St. Anselm College	Education	475
Town of Goffstown	Municipal Services	400
Shaw's Supermarket	Supermarket	200
Hannaford Brothers	Supermarket	200
Cote Electric	Electrical	84
Hillsborough County	County Services	70
Northeast Sheet Metal	Sheet Metal Fabrication	40
Happy House Amusement	Arcade Machines	35

**6. Educational Facilities\*:**

<b>Primary &amp; Secondary</b>	<b>Elementary</b>	<b>Middle/Junior High</b>	<b>High School</b>	<b>Private/Parochial</b>
Number of Schools	3	1	1	1
Grade Levels	PK-4	5-8	9-12	K-8
Total Enrollment	785	982	1,316	322
Regional Career Technology Center(s):	N/A			
NH Licensed Child Care Facilities, 2007:	Total Facilities: 12 Total Capacity: 505			
Nearest Community/Technical College:	Manchester, Nashua, Concord			
Nearest Colleges or Universities:	St. Anselm College, Chester College of New England, Hesser College, Southern NH University, Franklin Pierce College-Manchester, UNH-Manchester,			

\*2007 Economic & Labor Market Information Bureau, NH Employment Security

**II. Hazard Identification**

Eighteen Hazards were identified for the development of this Emergency Operation Plan.

- Civil Disorder*
- Hazardous Materials (Fixed)*
- Hazardous Materials (Transport)*
- Nuclear Accident*
- Multiple Vehicle Accident*
- Wildland/Urban Fire*
- Plane Crash*
- Conventional Bomb*
- Chemical Agent*
- Arson*
- Biological*
- Cyber-Terrorism*
- Agri-Terrorism*
- Radiological Agent*
- Nuclear Bomb*
- Flooding*
- Wind*
- Ice & Snow Event*

**III. Hazard Vulnerability**

Community Emergency Officials identified the following Vulnerability and Risk Rating Matrix identified in Table D.1 and D.2.

**Table D.1  
Vulnerability Matrix**

<b>Hazard</b>	Civil Disorder	HazMat (Fixed)	HazMat (Transport)	Nuclear Accident	Mult. Vehicle Accident	Wildland/Urban Fire	Plane Crash	Conventional Bomb	Chemical Agent	Arson	Biological	Cyber-Terrorism	Agri-terrorism	Radiological Agent	Nuclear Bomb	Flooding	Wind	Ice & Snow Event
<b>Danger/Destruction</b> (High=3; Moderate=2; Low=1)	2	2	2	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3
<b>Economic</b> (Permanent=3; Temporary=2; Immediate Short Term=1)	1	2	2	2	1	2	2	2	2	2	2	2	2	2	3	2	2	2
<b>Environmental</b> (High=3; Moderate=2; Low=1)	1	2	3	3	1	2	2	2	2	2	2	1	2	3	3	2	2	2
<b>Social</b> (High=3; Moderate=2; Low=1)	2	2	1	3	3	1	3	3	3	2	3	2	2	3	3	2	1	1
<b>Political Planning Level</b> (Local=1; Regional=2; Federal=3)	2	2	2	3	2	2	2	3	3	2	3	2	3	3	3	2	2	2
<b>RANK</b>																		
5 to 8 LOW	8																	
9 to 11 MODERATE		10	10		9	9				11		10				11	10	10
12 to 15 HIGH				14			12	13	13		13		12	14	15			

**Table D.2  
Risk Rating Matrix**

Hazard	Probability of Occurrence			Vulnerability (From Table 1)			Risk
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)	Rating (probability x Vulnerability)
Haz Mat (transport)	X				X		6
Ice & Snow Events	X				X		6
Flooding	X				X		6
Wind	X				X		6
Haz Mat (fixed)		X			X		4
Wildland/Urban Fire	X				X		6
Arson		X			X		4
Plane Crash		X		X			6
Nuclear Accident		X		X			6
Multiple Vehicle Accident	X				X		6
Biological Agent		X		X			6
Nuclear Bomb			X	X			3
Civil Disorder		X				X	2
Chemical Agent			X	X			3
Radiological Agent		X		X			6
Conventional Bomb		X		X			6
Cyber-Terrorism		X			X		4
Agri-terrorism		X		X			6

Hazards Ranked 1-9

1 having the lowest probability and vulnerability

9 having the highest probability and vulnerability to the Town of Goffstown.

---

**IV. Authorities & References**

**A. Plans**

Goffstown Hazard Mitigation Plan, 2004

## Appendix E: Resource Inventory

<i>Resource Inventory Listing</i>				
		<b>WORK #</b>	<b>HOME #</b>	<b>PAGER #</b>
<b>BOARD OF SELECTMEN</b>	Nicholas Campasano-Chairman		497-5767	
	Vivian Blondeau		497-8598	cell: 860-8598
	Philip D'Avanza	668-2256	668-2256	
	John Caprio		497-6035	
	Scott Gross		497-5046	
<b>TOWN ADMINISTRATOR</b>	Sue Desruisseaux	497-8990x102	497-3987	cell: 660-6232
<b>FIRE DEPARTMENT</b>	Station 17 (Tirrell Hill Rd)	497-4655		
	Station 18 (Church St.)	497-3619	fax 497-5704	
	Station 19 (Pinardville)	622-6713	fax 641-3169	
	Chief Richard O'Brien	497-3619	497-3129	cell: 361-3004 pgr: 376-3853
	Deputy Chief Mark Hurley	497-3619	497-8194	cell: 396-0127
<b>DIVERS</b>				
<b>USAR&amp; NATIONAL GUARD</b>				
<b>MUTUAL AID COMMUNITIES</b>				
<b>MEDIA</b>				
<b>Radio</b>	WFEA - AM 1370	669-1370	fax 669-4641	
	WGIR - FM 101	625-6915	fax 669-4641	
	WKBR - AM 1250	669-1250 or 647-1250	fax 647-1260	
	WOKQ - FM 97.5	742-7060	fax 742-6218	
	WQLL - FM 96.5	669-9650	fax 669-3229	
	WZID - FM 95.7	666-0957	fax	

			669-4641	
		<b>WORK #</b>	<b>HOME #</b>	<b>PAGER #</b>
<b>Television</b>	WMUR - TV 9	641-9000	fax 641-9005	
	WNDS - TV 50	434-8850	fax: 434-8627	
	Cable System- Comcast Emergency Only	626-9900	fax 641-2996	
<b>Newspaper</b>	Union Leader	668-4321	fax 668-0382	
	Neighborhood Publication	314-0447	fax: 314-0932	
<b>NATIONAL WEATHER SERVICE</b>	Direct Info for Emergencies and coordination during events	508-823-2262		
	Info on DCP, installation of gauges or questions for a Hydrologist Dave Vallee			
	DOC/NOAA/National Weather Service	508-823-1900 508-828-2672 (M-F 8a-5p)	fax 508-823- 2321	
	National Weather Service (Taunton)	508-823-2228		
<b>POLICE DEPARTMENT</b>	Emer. Mgmt. Dir. Patrick J. Sullivan	497-4858	623-5180	cell: 660-9101 pgr: 376-3257
	Captain Michael Sullivan	497-4858	497-2848	cell: 660-6607 pgr: 376-3732
	Attorney Kerry Steckowych	497-4858	623-5095	cell: 493-5983 pgr: 376-3731
	Lt. Robert Browne	497-4858	497-5126	pgr: 376-3315
<b>PUBLIC WORKS DEPARTMENT</b>	Carl Quiram	497-3617	497-4975	cell: 396-8567
	Mike Hillhouse	497-3617	497-3221	cell: 396-8560 pgr: 639-6765

		WORK #	HOME #	PAGER #
<b>RESOURCES</b>	Hillsborough County Nursing Home	627-5540		
	PSNH (PD/FD Emergency Only)	800-386-4086		
	Red Cross	624-4307		
	St. Anselm College (Dr. Alicia Finn)	669-7100	668-9929	666-8874
	St. Anselm College (Security Director Don Davidson)	641-7287		cell: 235-5509
<b>SCHOOLS</b>	Bartlett Elementary (David Bousquet)	623-8088	783-4969	
	Bartlett Elementary (Stanley Piecuch-maint)		625-5876	
<b>Bartlett has no generator. MVMS generator lights and heats the main courses of the bldg. It also powers the refrigerators and freezers</b>	Goffstown High (Frank McBride)	497-4841	641-5865	
	Maple Ave (Mark Boyd)	497-3330	225-5079	
	MVMS (Jim Hunt)	497-8288		cell: 498-2376
	MVMS (-Asst Principal)		883-0988	
	MVMS (-Asst Principal)		456-3855	cell: 568-3463
	MVMS (Mike Dwyer (Maintenance))		647-9601	
	SAU-19	497-4818		
	Stacey Buckley - Superintendent	497-4818	774-2246	cell: 620-3266
	Gerry Agate, Facilities Manager	497-4841	424-9689	385-4993
	Villa Augustina	497-2361		
<b>STATE EMERGENCY MANAGEMENT</b>	State Operations Center Dispatch	800-852-3792		
	Mobile Command Center NH BEM	223-3630		
	Joann Beaudoin ( Our Rep)	271-2231	497-8254	p: 639-6952 c: 419-9042
<b>TRANSPORTATION</b>	Goffstown Truck Center	497-3111		
	Donald Ball	497-3111	497-2509	315-6507
<b>OTHER</b>	E-911	271-8000	fax 271-6609	
	NHSP - TROOP B	672-3333	fax 673-5038	

		<b>WORK #</b>	<b>HOME #</b>	<b>PAGER #</b>
<b>Animal Feed Care &amp; Equipment</b>				
<b>Veterinarians</b>				
<b>Canine Unit</b>	Goffstown PD Off. Barber	497-4858	232-0713	370-0668
<b>Kennels</b>	Goffstown PD Off. Barber	497-4858		
<b>Energy</b>				
<b>Generators</b>	Powers Generator	352-9334		
<b>Disesel Fuel/Home heating</b>				
	Putnam Fuel	497-4897		
	Dead River	625-8531		
<b>Propane</b>	Energy North	1-800-698-6636		
<b>Utilities</b>	PSNH	1-800-386-4086		
	Comcast	1-800-556-9979 X 51023		
	Fairpoint	1-888-832-5801		
	National Grid	1-800-833-4200		
<b>FOOD-PORTABLE DRINKS</b>				
	American Red Cross	623-1325		
	Goffstown Food Network	497-3433		
<b>ICE</b>	St. Anselm College	497-4858		
<b>HAZARDOUS MATERIALS</b>				
	Clean Harbors	1-800-6458265		
	Haz-Mat Coordinator	271-3294		
<b>HEALTH AND MEDICAL</b>				
<b>HOSPITALS</b>				
	CMC	663-6478		
	Elliot	663-2533		
	Concord	225-2711		
<b>HELICOPTER TRANSPORT</b>				
	Boston Med Flight	1-800-2338998		
<b>MASS CARE</b>				
<b>SHELTERS</b>	See Schools			

		<b>WORK #</b>	<b>HOME #</b>	<b>PAGER #</b>
<b>PUBLIC WORKS &amp; ENGINEERING</b>				
<b>BUILDING EQUIPMENT</b>	Mast Rd Grain	669-3158		
<b>CONTRACTORS (site work)</b>	John Neville	497-8154	497-4427	494-5657
<b>CONTRACTOR (demolition)</b>	Dave Walton	497-5726	497-5015	
<b>RUBBISH HAULERS</b>	Pinard Waste	623-6937		
	Zero Waste	669-3600		
<b>FENCING</b>	Penny Fence	432-3136		
	American Fence	485-7197		
<b>GRAVEL /SAND</b>	John Neville	497-8154	497-4427	494-5657
<b>CRANES &amp; RIGGING</b>	Cotes Riggers	623-1533		
<b>TREE SERVICE</b>	Boisvert Bros	669-5976		
<b>WELDING</b>				
<b>RENTAL SERVICES</b>				
<b>PORTABLE TOILETS</b>	Daves Septic	668-3402		
<b>TOWING</b>	Duvals	497-8868		
	Pitstop	644-0101		
<b>VOLUNTEERS AND DONATIONS</b>	American Red Cross	623-1325		

**Appendix F:**  
**Forms**



**INCIDENT REPORT**

**Community Information**

<i>Community:</i>		<i>Event Name:</i>
<i>Name:</i>	<i>Title:</i> <i>Department:</i>	<i>Event Date:</i> <i>Time:</i>
<i>Primary Phone:</i>	<i>Secondary Phone:</i>	<i>FAX Number:</i>

**Description of Incident**

<i>Description of Incident</i>			
<i>Response Action Initiated</i>			
<i>Resources Requested</i>			
<i>Assigned State EOP Annex to Resource Request</i>		<i>Request Completed?</i>	<i>Yes /No</i>

**Community EOC and Shelter Status**

<i>Local EOC Activation?</i>	<i>Date Opened:</i> ----- <i>Date Closed:</i> -----	<i>Time Opened:</i> ----- <i>Time Closed:</i> -----
<i>Local Shelter Status?</i>	<i>Date Opened:</i> ----- <i>Date Closed:</i> -----	<i>Time Opened:</i> ----- <i>Time Closed:</i> -----
<i>Evacuees</i>	<i>Total Number of Opened Shelters:</i> ----- <i>Total Number of Evacuees in Private Shelters:</i> ----- <i>Total Number of Evacuees in Public Shelters:</i> -----	

**Comments**




Town of Goffstown, New Hampshire  
Emergency Operations Center

**Town of Goffstown Emergency Shift Schedule**

Date: \_\_/\_\_/\_\_

“A” Shift Hours: \_\_: \_\_ to \_\_: \_\_

“B” Shift Hours: \_\_: \_\_ to \_\_: \_\_

<i>Position</i>	<i>Name</i>	<i>Name</i>
<i>Director</i>		
<i>Media Liaison</i>		
<i>Media Liaison Assistant</i>		
<i>Messenger</i>		
<i>Operations Officer</i>		
<i>Operations Controller</i>		
<i>Agency Liaison</i>		
<i>Communications Officer</i>		
<i>Radio Operator</i>		
<i>Radio Operator</i>		
<i>Radio Operator</i>		
<i>Switchboard Operator</i>		
<i>Switchboard Operator</i>		
<i>FAX Operator</i>		
<i>Messenger</i>		
<i>Message Controller</i>		
<i>Message Logger</i>		
<i>Status Board Clerk</i>		
<i>Status Board Clerk</i>		
<i>FAX Operator</i>		
<i>Messenger</i>		
<i>Messenger</i>		
<i>Local Liaison Facilitator</i>		
<i>Local Liaison</i>		
<i>Local Liaison</i>		
<i>Local Liaison</i>		
<i>Messenger</i>		
<i>Computer SystemManager</i>		
<i>Computer Operator</i>		
<i>Computer Operator</i>		
<i>Security Officer</i>		
<i>Resource Officer</i>		

## **Appendix G:** **List of Plans**

<b>Plan Name</b>	<b>Department</b>
Public Health Emergency Preparedness and Response Plan for the Manchester All Health Hazards Region	Manchester Health Department
Pandemic Influenza Annex	Manchester Health Department
Medical Surge Annex	Manchester Health Department
Risk Communication Annex	Manchester Health Department
Point of Dispensing Annex	Manchester Health Department
Mass Fatality Management Annex	Manchester Health Department
<b>Nursing Homes:</b>	
Hillsborough County Nursing Home Plan	Hillsborough County Nursing Home
Bell Aire Nursing Home Plan	Bell Aire Nursing Home
Villager Nursing Home Plan	Villager Nursing Home
Inn at Parker Station Plan	Inn at Parker Station
<b>Schools:</b>	
High School Plan	SAU # 19
Mountain View Middle School Plan	SAU # 19
Bartlett School Plan	SAU # 19
Maple Ave School Plan	SAU # 19
Villa Augustina School Plan	Villa Augustina School
Montessori School Plan	Montessori School
NH State Prison for Women Emergency Plan	NH State Prison for Women
Mt. Uncanoonic Dam Plan	Village Water Precinct
Town of Goffstown Haz Mat Plan	Town of Goffstown
NH Statewide Fire Mobilization Plan	Goffstown Fire Department
Goffstown Mass Casualty Incident Plan	Goffstown Fire Department
ARES Emergency Communications Plan	NH-ARES
Red Cross Disaster Operations Plan	Manchester Chapter - ARC

<b>Plan Name</b>	<b>Department</b>
Boarder Area Fire Mutual Aid Agreement	Goffstown Fire Department
Souhegan Fire Mutual Aid Agreement	Goffstown Fire Department
Souhegan Mutual Aid Response Team Agreement	Goffstown Fire Department
NH Public Works Mutual Aid Agreement	Goffstown Public Works Dept
Surrounding Towns Police Mutual Aid Agreement	Goffstown Police Department
Hillsborough County Police Mutual Aid Agreement	Hillsborough Co. Attorney's Office
Goffstown Truck Center Mutual Aid Agreement	Goffstown Police Department

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