

2021

Gorham Emergency Operations Plan

**Final
May 10, 2021**

THE OWNER OF THIS COPY OF THE PLAN IS:

Name

Title

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

-Dwight D. Eisenhower



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Photos by June Garneau unless otherwise noted

GORHAM EMERGENCY OPERATIONS PLAN – 2021

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

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Gorham Emergency Operations Planning Team

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

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

Acronyms and abbreviations associated with titles above:

EMD	Emergency Management Director
HO	Health Officer
HSEM	Homeland Security & Emergency Management
MAPS	Mapping and Planning Solutions
Mgr.	Manager
Rec	Recreation
SAU	School Administrative Unit

For more acronyms and abbreviations see Chapter 7

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CHAPTER 1 – INTRODUCTION

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FOREWORD

The **Gorham Emergency Operations Plan (EOP)** establishes a framework for local government to aid in an expeditious manner to save lives and to protect property in the event of a disaster. The Town of Gorham 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 plan outlines the planning assumptions, policies, concept of operations, organizational structures, and specific assignments of responsibilities to the town departments and agencies involved in coordinating the local, state, and federal response activities.

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

- Gorham Emergency Operations Plan 2021 the plan or this plan
- Gorham the town
- Emergency Management Director the EMD
- Emergency Operations Planning Team the team
- Mapping and Planning Solutions MAPS
- Mapping and Planning Solutions Planner the planner
- NH Homeland Security & Emergency Management..... HSEM
- Federal Emergency Management Agency FEMA

This plan addresses one jurisdiction, the Town of Gorham, NH.

EMERGENCY OPERATIONS PLAN (EOP) DEFINITION

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

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

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

EOP PURPOSE

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

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

EOP SCOPE

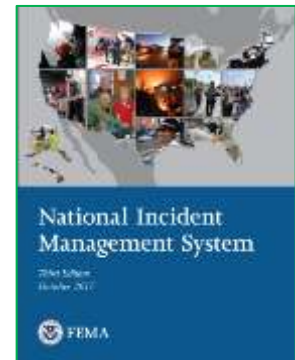
- The scope of this EOP: Addresses the emergencies and disasters likely to occur as described in *Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis*.
- Includes those actions that support local and state government efforts to save lives, protect public health and safety and protect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

THE EOP AND NIMS & ICS

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

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

Where possible, this EOP corresponds with the National Incident Management System (NIMS) of October 2017. The Gorham EOP establishes the basic elements of NIMS, including the Incident Command System (ICS).



EOP STRUCTURE

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

- **Chapter 1, Introduction**, describes the definition, purpose, scope, relationship to NIMS & ICS, the situation and planning assumptions.
- **Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis**, identifies critical facilities and key resources that may be needed at the time of an emergency, identifies hazards within the town and an assessment of the critical facilities vulnerability.
- **Chapter 3, Concept of Operations**, describes plan implementation, the phases of emergency management and the organization and assignment of responsibilities including a Continuity of Operations Plan (COOP) and Continuity of Government Plan (COG).
- **Chapter 4, Administrative & Finance**, includes administrative, finance and logistics, plan management and lists of authorities and references.
- **Chapter 5, Emergency Support Functions (ESFs)**, delineate Lead and/or Co-Lead and Support Agencies and includes organization, purpose, scope, situation and planning assumptions, concept of operations and the necessary responsibilities to implement each ESF. The “ESF Matrix of Responsibilities” is also included in Chapter 5. The ESFs in this plan include the following:

ESF #1: Transportation

ESF #2: Communications & Alerting

ESF #3: Public Works & Engineering

ESF #4: Firefighting

ESF #5: Emergency Management

ESF #6: Mass Care, Housing & Human Services

ESF #7: Resource Support

ESF #8: Health & Medical

ESF #9: Search & Rescue

ESF #10: Hazardous Materials

ESF #11: Agriculture, Natural & Cultural Resources

ESF #12: Energy

ESF #13: Public Safety & Law Enforcement

ESF #14: Volunteer & Donations Management

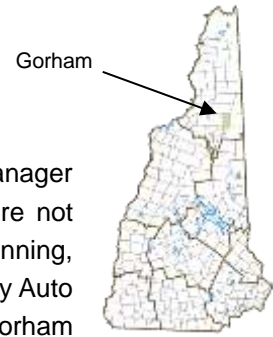
ESF #15: Public Information

- **Chapter 6, Resource Inventory List**, provides both a categorical and alphabetical list of resources available to the Emergency Management Director (EMD) and other emergency responders.
- **Chapter 7, Administrative Documents & Reference Materials**, serve as points of reference and information and include: record of revisions and changes, Statement of Adoption, signatory page, NIMS resolution, acronyms, terms and definitions, emergency authorities and statutes and annual review forms.
- **Chapter 8, Forms**, includes commonly used ICS forms and other forms as requested by the town.

SITUATION

TOWN GOVERNMENT

A three-member Select Board governs the Town of Gorham with a Town Manager overseeing the day-to-day operations. The town's departments include, but are not limited to; Fire/EMS, Police, Public Works, Recreation, Water & Sewer, Planning, Zoning, Library and Conservation. The largest employers in Gorham are Berlin City Auto Group with 243 employees and Wal-Mart with 242 employees, followed by Gorham Paper & Tissue with 105 employees and Family Resource Center with 73 employees.



THE TOWN

Gorham is a beautiful community located in Coos County in the northeast part of New Hampshire. Gorham is bordered to the north by Berlin, to the east by Shelburne, to the south by three unincorporated places and the west by Randolph. Gorham is in the White Mountains tourism region.

DEMOGRAPHICS & HOUSING

Over the last 30 years, the population of Gorham has decreased; the population change from 1980 (3,322) to 2010 (2,848) showed a decrease of 474 individuals according to US Census 2010. This represents a negative growth rate of approximately 14.47%. Gorham's population in 2018 was estimated to be 2,607 showing another decrease since 2010.¹

The American Community Survey (2014-2018) also estimates a total of 1,532 housing units, most of which are single family (781). Multiple-family structures total 478 and mobile homes and other housing units total 273. The median household income is estimated to be \$60,556 and the median age is 52.3 years.

EDUCATION & CHILD CARE

Gorham students in grades K-5 attend Edward Fenn Elementary School in Gorham. Students in grades 6-12 attend Gorham Middle/High School in Gorham. There is one private school in Gorham, Salve Regina Academy which has students from grades K-8. There are no colleges/universities in the town, however there are three childcare facilities with a capacity of 211.

NATURAL FEATURES

The Town of Gorham covers approximately 31.9 square miles of land area and 0.4 square miles of inland water. The community is dominated by the mountains and hills of northern New Hampshire. The highest point is a spur of Mount Madison at 3,030' above sea level. The lowest elevation in town is around 800' above sea level; most of the community is over 1,000 feet above sea level which leaves it vulnerable to ice storms.

¹ Economic & Labor Market Information Bureau, NH Employment Security, March 2020. Community Response 6/22/2018.

Vegetation in Gorham is typical of northern New England including both deciduous and conifer forests, open fields, swamp, and riverine areas. The terrain lends itself to an abundance of small ponds, streams, and rivers, most notably the Androscoggin River, the Peabody River, the Moose River and Mascot Pond.

TRANSPORTATION

There are two major roadways running through Gorham. US Route 2 enters Gorham from Randolph to the west and meets NH Route 16 as they run together as “Main Street”. On the eastern end of Town, Route 2 continues eastwardly into Shelburne and Maine. NH Route 16 enters Gorham from Berlin to the north and after passing through Town as “Main Street” travels south into Pinkham Notch and Conway. Routes 2 and 16 are the Town’s major evacuation routes. Other smaller and less travelled roadways lend access to other areas of the town. All roadways in Gorham are susceptible to hazards such as road flooding and high winds leading to downed trees in the roadways and potential hazardous materials spills. The town also has an active railroad line running through the center of town.

SITUATION SUMMARY

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

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

PLANNING ASSUMPTIONS

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

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

- The town, in conjunction with the state, is primarily responsible for natural, human-caused, and technological emergency preparedness and has shared responsibilities with the state and federal governments for national security preparedness. These responsibilities necessitate the development of an Emergency Operations Plan, with functional ESFs and detailed procedures.
- A disaster, producing a great number of casualties and/or widespread damage, may occur with little or no warning.

- Depending upon the severity of the situation, the town may be quickly overwhelmed with the emergency.
- Each level of government will respond to an incident using its available resources, to include the use of mutual aid and may request assistance from the next higher level of government, if required (i.e., municipality to state and state to federal government).
- The state will modify normal operations and redirect resources to assist and support local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services. State and federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
- Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide life-sustaining relief to individuals and families, not normally available from government resources. Local and/or state agencies will assist these organizations by providing information, guidance, and coordination of relief efforts.
- Local and state emergency operations plan address the ability to direct, control, coordinate and manage emergency operations during multiple events.
- The National Incident Management System (NIMS) and the Incident Command System (ICS) will be used as the principal on-scene incident management systems to direct and control response and initial relief actions and activities.
- A Unified Command System (UCS) may be activated if needed and would include multiple agencies and jurisdictions.
- Local government will continue to function under all disaster and emergency conditions.
- Citizens expect governments to keep them informed and to aid in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to, and recovering from the effects of an emergency or disaster.
- If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate federal assistance to augment efforts in relieving major emergency or disaster related problems beyond the capabilities of state and local government. Local governments may declare a state of emergency if the situation warrants, provided it has been documented in the town's ordinances.

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CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES & HAZARD ANALYSIS

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CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

EMERGENCY OPERATION CENTERS

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

The Town Office Complex is the designated EOC for Gorham. If need arises and the Town Office Complex is not available, the Fire Station may be used as a secondary EOC. Security and maintenance of the EOC facilities will be carried out in accordance with EOC Standard Operating Procedures (SOPs) to be developed by the EMD. The Town Office Complex has an emergency generator, a shower, a partial kitchen, has bathroom facilities and is handicap accessible. The building can accommodate the basic needs of the EOC staff at all levels of operation.

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

LAW ENFORCEMENT

The Gorham Police Department is a full-time department providing law enforcement services to the residents and visitors of Gorham 24 hours a day, 365 days a year. The department staffs a full-time Chief, six full-time and three part-time officers. The Gorham Police Department has mutual aid agreements with surrounding towns, NH Fish & Game, the Coos County Sheriff's Office and the NH State Police.

FIRE, EMS & MEDICAL FACILITIES

Gorham Fire & EMS is a paid-on call fire department providing quality fire services to the residents and visitors of Gorham 24 hours a day, 365 days a year. The department staffs a full-time Chief, three full-time EMTs, one part-time EMT, 15 paid on-call EMTs, 30 paid on-call firefighters and operates two stations within the community. The Fire Department participates in the Northern NH Fire Mutual Aid Pact (NORPAC) along with area departments. Emergency medical services and medical transportation are provided by Gorham Fire & EMS.



Gorham's closest medical facility is Androscoggin Valley Hospital in Berlin (9 miles, 25 beds). If the need arises, alternative medical facilities are Weeks Medical Center in Lancaster (25 miles, 25 beds) and Memorial Hospital in Conway (27 miles, 25 beds). For HazMat related events, Gorham will contact NH State Fire Marshal who will then contact the appropriate HazMat team to assist with cleanup efforts.

GORHAM PUBLIC WORKS DEPARTMENT

The Gorham Public Works Department (PWD) operates on a year-round, 24-hour basis as needed. The department staffs a full-time Director, a full-time Foreman, a full-time Office Manager, six other full-time employees and three part-time employees. The department's mission is to support the citizens of Gorham through the safe operation, proper maintenance, and future development of highway, supporting infrastructure and utilities in a manner that is cost conscience without sacrificing quality.

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

Heavy equipment and other resources located at the PWD Garage are vitally important to the town at the time of an emergency. Gorham is a member of the NH Public Works Mutual Aid program.

EMERGENCY SHELTER(S)

The primary shelter is the location to which evacuees are directed at the time of an emergency. In Gorham, the designated primary shelter is the Gorham Middle/High School. If the need arises and the school is not available, the Edward Fenn Elementary School could be utilized as a secondary shelter. Residents would be urged to seek alternative arrangements with friends and family or in regional shelters. Area hotels, motels and inns are available and may be used in an emergency if necessary and available.



The Gorham Middle/High School has a full-kitchen, showers, and bathroom facilities to accommodate sheltering needs. Should American Red Cross (ARC) and/or North Country Regional Public Health Network have available resources, they will accommodate shelter supplies as needed.

ADDITIONAL CRITICAL INFRASTRUCTURE

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

HAZARD ANALYSIS & ASSESSMENT

PURPOSE

This hazard analysis and assessment is the basis for both mitigation efforts and emergency operations. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the Gorham Hazard Mitigation Plan (2016), located at the Town Office Complex, should be consulted for a detailed discussion on this topic.

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

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

HAZARD IDENTIFICATION & RISK ASSESSMENT (HIRA)

The 2016 Gorham Hazard Mitigation Plan identifies thirteen natural hazards and six human-caused hazards, as listed in the table on the following page. Based on the topography and the climate of Gorham, it is likely there will be future disaster events.

The Hazard Threat Analysis table on the following page analyzes each hazard according to three factors: the "Human Impact", the "Property Impact" and the "Economic Impact". The vulnerability assessment is based on a scale of 1-5, with 1 indicating "very low", 2 indicating "low", 3 indicating "moderate", 4 indicating "high" and 5 indicating "very high". The vulnerability scores are then calculated by averaging the three columns. Once this is complete, the hazards are analyzed based on their probability to arrive at the final Relative Threat. It has been determined that Flooding (includes riverine flooding, Tropical Storms, flooding from dam breach, local road flooding and flooding caused by ice jams), Erosion (riverbank), Severe Winter Weather (includes ice storms) and Tornado & Downburst are the four hazards that most likely will affect Gorham.

Table 3.1 - Hazard Threat Analysis

Hazards which are most likely to affect the Community			A natural hazard is a source of harm or difficulty created by a meteorological, environmental, or geological event.								
Hazards which may affect the Community											
Hazards which are less likely to affect the Community											
Scoring Probability (percent)	Column A	Column B	Column C	Column D	Columns A+B+C/3	Columns					
(Columns A, B &, C & D)						D X E					
1=Very Low (0-20%)						What is the probability of death or injury?	What is the probability of physical losses and damages?	What is the probability of interruption of service?	Probability of this occurring within 25 years	Average of Human Property & Business Impact	Relative Threat
2=Low (21-40%)											
3=Moderate (41-60%)											
4=High (61-80%)											
5=Very High (81-100%)											
Natural Hazards	Human Impact	Property Impact	Business Impact	Probability of Occurrence	Severity	Risk Severity x Probability					
1) Flooding (includes riverine flooding, Tropical Storms, flooding from dam breach, local road flooding and flooding caused by ice jams)	3	5	4	5	4	20					
2) Erosion (riverbank)	2	5	3	5	3.33	16.67					
3) Severe Winter Weather (includes ice storms)	2	4	3	5	3	15					
4) Tornado & Downburst	2	4	4	3	3.33	10					
5) Landslide	2	2	1	3	1.67	5					
6) Extreme Temperatures	2	2	1	3	1.67	5					
7) Lightning	3	2	1	2	2	4					
8) Hurricane	2	4	3	1	3	3					
9) Wildfire	1	1	1	3	1	3					
10) High Winds (windstorm)	1	2	1	2	1.33	2.67					
11) Earthquake	1	2	2	1	1.67	1.67					
12) Drought	1	1	1	1	1	1					
13) Hailstorm	1	1	1	1	1	1					
Human Caused	Human Impact	Property Impact	Business Impact	Likelihood of Occurrence	Severity	Risk Severity x Probability					
1) Hazardous Materials-Transport	4	4	4	4	4	16					
2) Terrorism	5	3	3	4	3.67	14.67					
3) Epidemic/Pandemic	5	1	4	3	3.33	10					
4) Extended Power Failure	2	3	3	3	2.67	8					
5) Hazardous Materials-Fixed Location	3	3	3	2	3	6					
6) Major Dam Failure Upstream	5	5	4	1	4.67	4.67					

CRITICAL INFRASTRUCTURE HAZARD RISK ASSESSMENT

Critical Infrastructure & Key Resources (CIKR) within Gorham have been identified and mapped during the hazard mitigation planning process. The "ID" number in the following table is also represented as a CIKR in *Map 4: Critical Infrastructure & Key Resources* on page 25. Facilities located in adjacent towns were not mapped (NM).²

The Hazard Vulnerability rating is based on a scale of 1-3 with 1 indicating little or no risk. The table below shows the vulnerability of each Emergency Response Facility to possible hazards. The analysis revealed that Edward Fenn Elementary School is the most at risk CIKR; it is noted that some evacuation routes and bridges are also at risk.

The most significant hazard threat overall to the town's CIKR appears to be flooding, primarily because of flooding from the Peabody River, flooded structures, road washouts, ice jams and impassable roadways which hamper emergency response. For the hazard risk to other critical infrastructure and key resources, please refer to the 2016 Gorham Hazard Mitigation Plan.

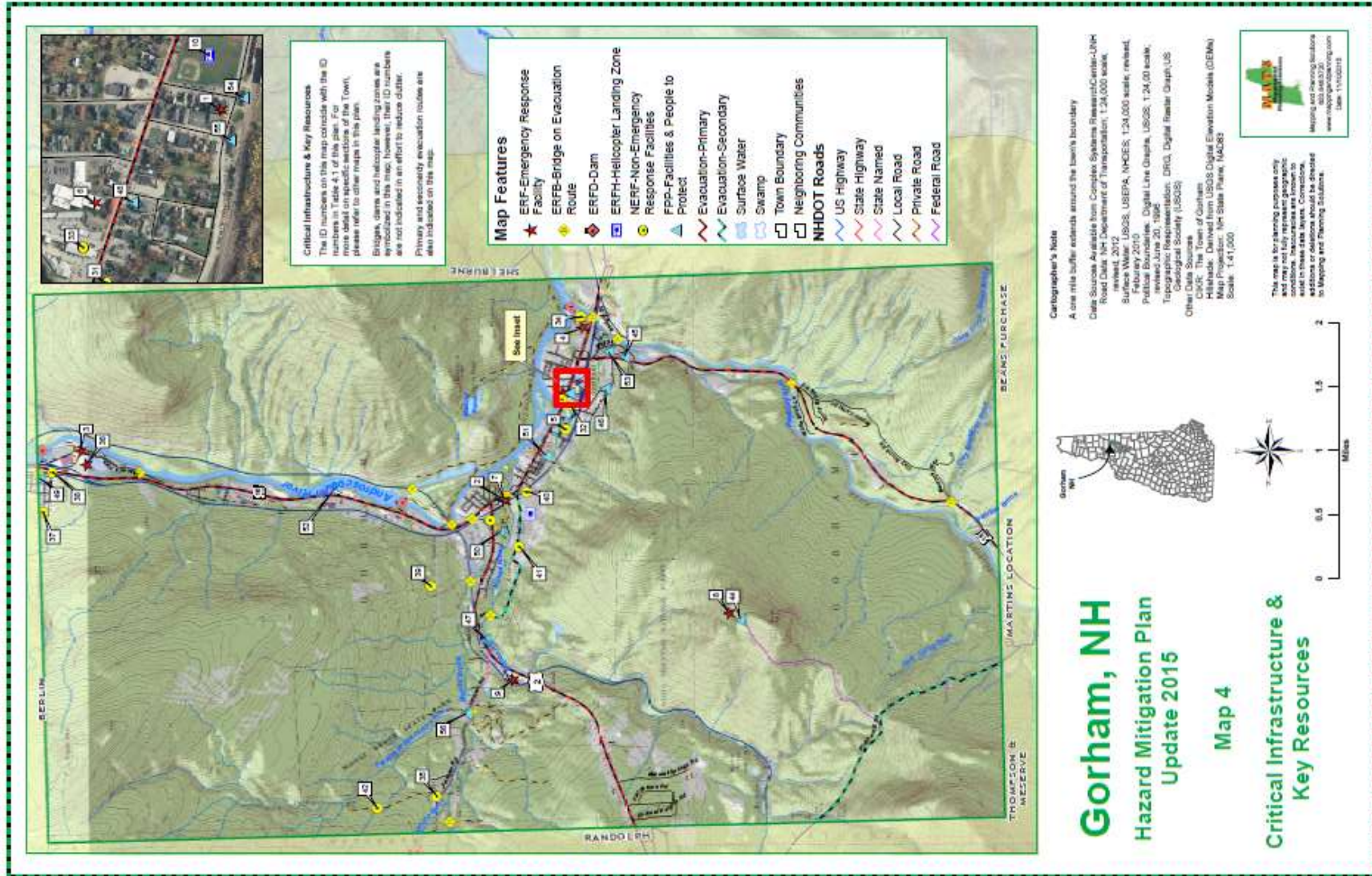
CRITICAL INFRASTRUCTURE & KEY RESOURCES - HAZARD VULNERABILITY

EMERGENCY RESPONSE FACILITIES (ERF)				
ERFs are primary facilities and resources that may be needed during an emergency response.				
Map ID #	Facility	Type of Facility	Hazard Risk	
1	Town Office Complex (generator)	Primary EOC, Law Enforcement, Dispatch Center & Town Administrative Offices	All Hazards	1
2	Fire Station (portable generators on hand)	Fire, EMS & Secondary EOC	All Hazards & Flooding	2
3	Fire Station (Cascade; portable on engine)	Fire Personnel & Equipment	All Hazards	1
4	Public Works Garage (portable generator)	Heavy Equipment, Sand, Gravel, Gas & Diesel	All Hazards & Flooding	2
5	Ed Fenn Elementary School (generator)	Shelter	All Hazards & Flooding	3
6	Gorham Middle/High School	Shelter	All Hazards & Flooding	1
7	Gorham Ambulance	EMS	All Hazards & Flooding	2
8	Pine Mountain Repeater	Communications	All Hazards, Wildfire, Lightning, Wind	2
9	NH DOT	Heavy Equipment, Sand & Gravel; Gas & Diesel	All Hazards	1
10	Gorham Common	Heli Landing Zone	All Hazards	1
11	Gorham Airport	Heli Landing Zone	All Hazards	1
NM	Androscoggin Valley Hospital (AVH)	Medical Facility	All Hazards	1
EVACUATION ROUTES				
US Route 2		Primary Evacuation	All Hazards & Flooding	3
NH Route 16		Primary Evacuation	All Hazards & Flooding	3

² 2016 Gorham Hazard Mitigation Plan

EMERGENCY RESPONSE FACILITIES (ERF)				
ERFs are primary facilities and resources that may be needed during an emergency response.				
Map ID #	Facility	Type of Facility	Hazard Risk	
	Pinkham B Road (snowmobile only/winter)	Secondary Evacuation	All Hazards & Flooding	2
	Church St./Promenade St./Sandpit/Union St. or Dublin St.	Secondary Evacuation	All Hazards & Flooding	2
	Church St./Shady Lane/Ed Fenn/Union St. (small vehicles only)	Secondary Evacuation	All Hazards & Flooding	2
	Multi-Modal Road	Secondary Evacuation	All Hazards & Flooding	2
BRIDGES & CULVERTS ON EVACUATION ROUTES (ERFB)				
16	Route 2 over Moose River (near Fire Station)	Primary Evac Bridge	All Hazards & Flooding	2
17	Route 2 over Peabody River	Primary Evac Bridge	All Hazards & Flooding	1
18	Route 16 over Moose Brook	Primary Evac Bridge	All Hazards & Flooding	1
19	Route 2 at bottom of Gorham Hill adjacent to Moose River over railroad tracks	Primary Evac Bridge	All Hazards & Flooding	1
20	Route 16 over Peabody River	Primary Evac Bridge	All Hazards & Flooding	2
21	Route 16 over Clay Brook	Primary Evac Bridge	All Hazards & Flooding	1
22	Multi-Modal Route over Moose Brook	Primary Evac Bridge	All Hazards & Flooding	1
23	Jimtown Road Bridge over Moose Brook	Secondary Evac Bridge	All Hazards & Flooding	2
24	Cascade Street over St. Lawrence Railroad	Secondary Evac Bridge	All Hazards & Flooding	1
25	Tinkerbrook (Cascade Flats)	Secondary Evac Bridge	All Hazards & Flooding	3
26	Spring Road Culvert	Secondary Evac Bridge	All Hazards & Flooding	3
27	Footbridge over Peabody River	Secondary Evac Bridge	All Hazards & Flooding	1
28	Route 16/Androscoggin River Trestle	Secondary Evac Bridge	All Hazards & Flooding	1
29	Rail Trail Canal Bridge	Secondary Evac Bridge	All Hazards & Flooding	1
30	Rail Trail Moose Brook Bridge	Secondary Evac Bridge	All Hazards & Flooding	1
NM	Pinkham B at Town Line Brook (in Randolph)	Primary Evac Bridge	All Hazards & Flooding	1
NM	Route 2 between Durand and Pinkham Road (Randolph)	Primary Evac Bridge	All Hazards & Flooding	1
Dams				
	Cascade Hydro (Brookfield)	Hydro Dam	All Hazards & Flooding	3
	Gorham Hydro (Brookfield)	Hydro Dam	All Hazards & Flooding	1
	Central Rivers Power Hydro	Hydro Dam	All Hazards & Flooding	1
	Ice Gulch (town, water supply & dam) Randolph	Reservoir/Dam	All Hazards & Flooding	1

MAPS - CRITICAL INFRASTRUCTURE & KEY RESOURCES & EVACUATION ROUTES



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CHAPTER 3 – CONCEPT OF OPERATIONS

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GENERAL

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

Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as Lead, Co-Lead, or Support to facilitate the provisions of the response actions of the town. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the town are in *Chapter 5, Emergency Support Functions*.

Each ESF has been assigned several responsibilities to support response operations in an emergency. The designated Lead Agency, with the assistance of one or more of the Support Agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The Lead and Support Agency assignments for each of the ESFs are identified in the ESF Matrix in *Chapter 5, Emergency Support Functions*.

LOCAL EMERGENCY OPERATIONS PLAN (EOP) IMPLEMENTATION

The plan has the force and effect of law as promulgated by RSA 21-P: 39 (see Chapter 7). Plan implementation and the subsequent supporting actions taken by local government are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the disaster scene. This plan is in effect for preparedness, response, and initial recovery activities when a major emergency or disaster occurs or is imminent.

PHASES OF EMERGENCY MANAGEMENT

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

PREVENTION

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

MITIGATION

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

PREPAREDNESS

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



RESPONSE

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

RECOVERY

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

ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES**GENERAL**

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

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

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

ORGANIZATION

The organization to implement the EOP under emergency or disaster conditions consists of town departments having Lead or Co-Lead and Support roles as specified in the functional ESFs. The Emergency Operations Center (EOC) Organization Chart (Chapter 7), details the overall response structure of the EOC. Direction and control of the EOC is the responsibility of the EMD. The Emergency Management Director will coordinate the response of town departments, advise the Town Manager and the Select Board on the necessary protective actions, and coordinate the use of local and outside resources. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other town departments and the EMD and in response to executive decisions.

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

COMMAND & CONTROL SECTION (WHITE SECTION OF EOC CHART IN CHAPTER 7)

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

OPERATIONS SECTION (RED SECTION OF EOC CHART IN CHAPTER 7)

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

INFORMATION & PLANNING SECTION (BLUE SECTION OF EOC CHART IN CHAPTER 7)

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

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

LOGISTICS SECTION (YELLOW SECTION OF EOC CHART IN CHAPTER 7)

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

ADMINISTRATIVE & FINANCE SECTION (GREEN SECTION OF EOC CHART IN CHAPTER 7)

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

The ICS chart in Chapter 7 identifies the ESFs and the functional activities within each section of the ICS system. Staffing patterns will be dependent upon the severity of the emergency as will the section under which each ESF falls. An advantage of the ICS system is that the chart may expand or contract, from top to bottom and side to side depending on the nature of the emergency.

The chart in Chapter 7 represents a “generic” representation of the ICS command structure; positions in this chart may not exist in every community.

ALERT & NOTIFICATION

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

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

ACTIVATION & DEPLOYMENT

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

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

LOCAL TO STATE AND FEDERAL INTERFACE

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

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

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

CONTINUITY OF OPERATIONS (COOP)

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

The Emergency Management Director is responsible for developing, maintaining, and exercising a Continuity of Operations (COOP) Plan for the Town of Gorham. 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.

To ensure effective emergency operations, the following should be considered:

- That state and local governments provide a capability to preserve, maintain and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
- That local emergency response departments provide for the following during emergency operations:
 - Each department shall have designated and trained personnel available for EOC deployment
 - Each department shall maintain and update notification lists, 24-hour staffing capabilities and SOPs/SOGs.
- Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions during emergencies and/or disasters.
- If the primary EOC is inaccessible, damaged to the point it is rendered uninhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.
- The EMD is responsible for developing and maintaining EOC relocation procedures/guides and/or checklists, as appropriate.

CONTINUITY OF GOVERNMENT (COG)/LINE OF SUCCESSION

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

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

- 1stDeputy EMD
- 2nd Fire Chief or designee
- 3rd Police Chief or designee
- 4th Town Manager or designee

RECOVERY AND DEMOBILIZATION

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

RECOVERY

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

DEMOBILIZATION

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

CHAPTER 4 – ADMINISTRATIVE & FINANCE

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ADMINISTRATIVE, FINANCE & LOGISTICS

ADMINISTRATIVE

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

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

FINANCE

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

- If a disaster declaration is requested by the Governor (through FEMA Region I, to the President of the United States) and if such is declared, then reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for federal disaster assistance funds shall be in accordance with prescribed state and federal disaster assistance protocols and procedures.
- A major disaster or emergency may require the expenditure of large sums of state and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.
- Town departments designated as Lead and/or Co-Lead agencies for the ESFs, conducting emergency support activities, shall be responsible for establishing and maintaining financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, for submitting bills in a timely fashion and for closing out assignments.
- Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

LOGISTICS

- The EMD, in coordination with other town departments, shall facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and if required, sleeping, and feeding facilities for the EOC staff.
- Appropriate departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operation.
- The EMD shall develop and maintain a current database of locally available resources and their locations. The database should include all available public and private equipment and personnel with special technical skills pertinent to the anticipated needs of the local jurisdiction (refer to Chapter 6 of this plan).

MUTUAL AID AGREEMENTS

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

PLAN MANAGEMENT

DEVELOPMENT

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

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

MAINTENANCE

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

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

- Review of the functional ESFs by the respective Lead, Co-Lead and Support Agencies shall be conducted annually along with SOPs/SOGs. Resource inventories and notification and recall lists also shall be reviewed on an annual basis.
- Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates shall be conducted within forty-five (45) days of the actual emergency.
- Major changes that affect the *Situation & Assumptions* and *Concept of Operations* sections of the EOP will be made as required; the department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists and resource inventories shall be made by the Lead, Co-Lead and Support Agencies.

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

DOCUMENT CONTROL

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

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

TRAINING AND EXERCISES

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

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

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

AUTHORITIES AND REFERENCES

STATUTES AND REGULATIONS

Chapter 7, Administrative Documents & Reference Materials, includes a list of authorities and regulations that reflect federal, state, and local agencies, departments and/or offices and their authority to respond and initiate emergency response procedures.

REFERENCES

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

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

LOCALLY IDENTIFIED REFERENCES, GUIDELINES, AGREEMENTS & PLANS

- Standard Operating Procedures and/or Guidelines (SOPs/SOGs)
 - Gorham Fire & EMS Standard Operating Guidelines (SOGs)
 - Gorham Police Department Standard Operating Procedures (SOPs)
- Emergency Alert and Warning Systems
 - CodeRED/NH ENS
 - School reverse calling system “One Call Now”
 - National Oceanic & Atmospheric Agency (NOAA)
 - National Weather Service (NWS)
 - Integrated Public Alert & Warning System (IPAWS)
 - Amateur Radio Systems
- Interagency Agreements/Compacts/Mutual Aid Agreements
 - Gorham Emergency Dispatch
 - Northern NH Fire Mutual Aid Pact (NORPAC)
 - NH Public Works Mutual Aid Association
- Plans
 - SAU 20 Emergency Operations Plan, 2020
 - Gorham Hazard Mitigation Plan Update, 2016
 - North Country Regional Public Health Network Emergency Response Annex:
 - Point of Distribution Appendix
 - Risk Communication Appendix
 - Isolation & Quarantine Appendix
 - Mass Fatality Appendix
 - Medical Surge Appendix

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CHAPTER 5 – EMERGENCY SUPPORT FUNCTIONS

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ESF MATRIX

ESF MATRIX Gorham, NH L = Lead Agency CL = Co-Lead Agencies S = Support Agency		Town Manager & Select Board	Emergency Management Director (EMD)	Deputy EMD	Public Works Department (PWD)	Fire Department/EMS	Police Department	Water & Sewer Department	Health Officer	Parks & Recreation Department	School District Liaison	Shelter Coordinator (as designated by the EMD)	Public Information Office (PIO) (as designated by the EMD)	North Country Regional Public Health Network (NCRPHN)	American Red Cross (ARC)	Gorham Dispatch	Androscoggin Valley Hospital (AVH)
ESF1	Transportation	S	L	S	S	S	S				S					S	
ESF2	Communications & Alerting	S	L	S	S	S	S									S	
ESF3	Public Works & Engineering	S	S		L	S	S	S								S	
ESF4	Firefighting	S	S		S	L	S	S								S	
ESF5	Emergency Management	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF6	Mass Care, Housing & Human Services	S	S		S	S	S		S		S	L		S	S		
ESF7	Resource Support	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF8	Health & Medical	S	S		S	CL	S		CL		S			S	S		S
ESF9	Search & Rescue	S	S		S	L	S									S	
ESF10	Hazardous Materials	S	S		S	L	S	S	S							S	
ESF11	Agriculture, Natural & Cultural Resources	S	L	S	S	S	S		S								
ESF12	Energy	S	L	S	S	S	S										
ESF13	Public Safety & Law Enforcement	S	S		S	S	L									S	
ESF14	Volunteer & Donations Management	S	S		S		S		S	L					S		
ESF15	Public Information	S	S		S	S	S		S				L			S	

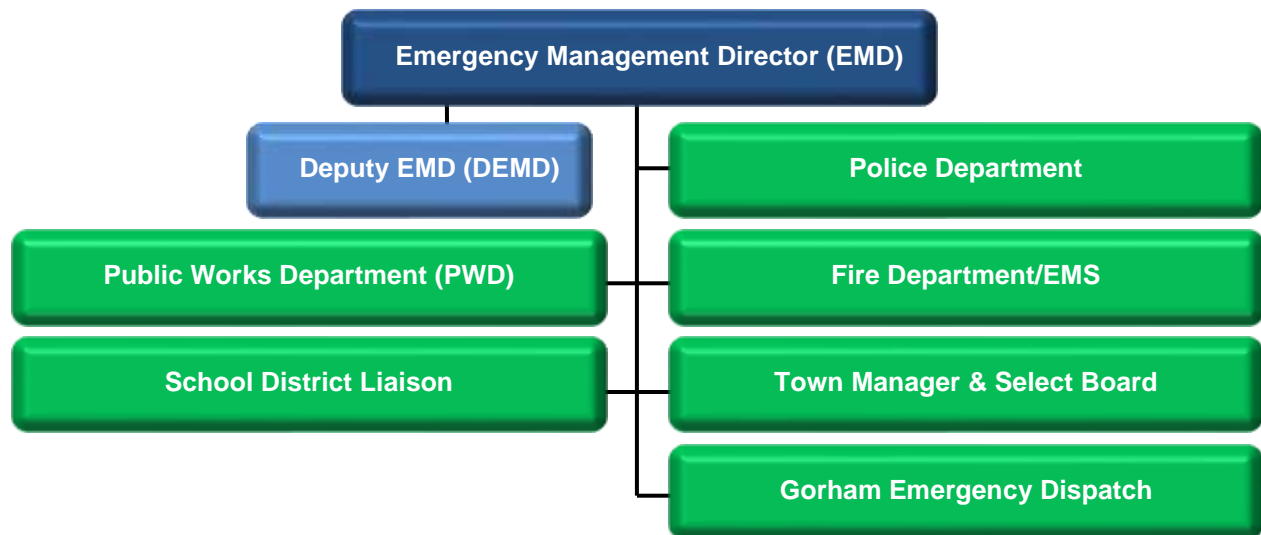
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ESF #1: TRANSPORTATION

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

This ESF provides for local transportation support including:

- Managing and coordinating transportation activities to support the effort of local agencies.
- Establishing priorities and/or allocating of transportation resources, processing of all transportation requests, managing air and marine traffic.

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

Areas in Gorham that might require evacuation would include:

Specific areas in Gorham that may need evacuation:

- Town Hall & Police Station
- Edward Fenn Elementary School
- Gorham Middle/High School
- The Salve Regina Academy (private)
- Mother Goose Day Care
- Gorham Community Learning Center
- Area Campgrounds
- Area Hotels, Motels & Inns
- Town Parks & Beaches
- Birch Grove Complex (elderly housing)
- Promenade Court (subsidized housing)
- Recreation Center
- Area Churches

General areas that may need evacuation:

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

The major evacuation routes for Gorham are designated as:

Gorham Primary Evacuation Routes

- US Route 2
- NH Route 16

Gorham Secondary Evacuation Routes

- Pinkham B Road (snowmobile only in winter)
- Church St./Promenade St./Sandpit/Union St. or Dublin St.
- Church St./Shady Ln./Ed Fenn/Union St. (small vehicles only)
- Multi-Modal Road

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

PLANNING ASSUMPTIONS

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

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

In addition, the following assumptions can be made:

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

- The non-ambulatory residents living in the town may require evacuation assistance.
- Most residents will evacuate by private vehicle.
- Evacuation of livestock and household pets may be required and will be coordinated with *ESF #6, Mass Care, Housing & Human Services* and *ESF #11, Agriculture, Natural & Cultural Resources*. This effort may require specialized transportation assets.
- Evacuation routes will be made passable and able to handle the traffic created by an evacuation.
- In a disaster, emergency responders may require the use of local vehicles, equipment, and other assistance for moving heavy equipment, supplies, or people. Utilization of available transportation for local emergency operations will be given first priority.
- Town-owned vehicles (not otherwise involved in the emergency) will be available for use.
- Buses, trucks, and other transportation resources are potentially available from North Country Transit, SAU 20 and other local agencies that have access to mass transportation assets and/or trucks (see Resource Inventory in Chapter 6).
- Transportation staging areas (i.e., pick-up, drop-off points) will be established as needed.
- Public information regarding evacuation will be provided via *ESF #15, Public Information*.
- In a major emergency, the relaxation of certain restrictions (i.e., weight restrictions on bridges and steep roads) may be necessary to allow response and relief equipment into affected areas.

CONCEPT OF OPERATIONS

GENERAL

In accordance with the Gorham Emergency Operations Plan and this ESF, the Emergency Management Director (EMD) is responsible for coordinating transportation activities. Support agencies will be coordinated by the EMD.

Requests for assistance will be forwarded to the Gorham EOC. It is important that the PWD maintain close coordination with the local EOC, to support the EMD.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for *ESF #1* may include, but not be limited to evacuation, staging, reception and sheltering areas.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Provide public outreach and education to increase awareness and preparedness of evacuation procedures.
- ☐ Establish a functional needs list with cooperation from the Fire Department and Police Department.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ Complete E-911 numbering system and ensure compliant E-911 house signage.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ The EMD will establish mutual aid agreements with state and private companies that may be called upon at the time of an emergency.
- ☐ The EMD will develop and maintain lists of public and private transportation resources such as:
 - Buses, vans, and other passenger vehicles
 - Handicap accessible vehicles
 - Box trucks, tractor trailer and flatbed trucks
 - Refrigerated trucks
 - Dump trucks
 - Trailers
 - Snowmobiles, ATVs, Boats, and other off-road vehicles

RESPONSE PHASE

LEAD AGENCY

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Coordinate transportation activities from the EOC as the Lead Agency for *ESF #1*.
- ☐ Instruct the EOC, Support Agencies and operational staff to implement evacuation procedures.
- ☐ If transportation requests exceed the capabilities of the town, contact area towns, NH Public Works Mutual Aid, Homeland Security & Emergency Management (HSEM) and other mutual aid systems for assistance.
- ☐ Coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to an impacted area (i.e., building temporary roads into an affected area).

- ☐ Coordinate the emergency transport of materials, personnel, and equipment.
- ☐ Coordinate emergency transportation with bus companies as needed
- ☐ Determine the approximate numbers of people involved.
- ☐ Assess transportation needs and coordinate with public and private entities to secure resources.
- ☐ Provide for tracking of people transported.
- ☐ Identify and assist those functional needs persons needing assistance to relocate.
- ☐ Disseminate information to the public through *ESF #15, Public Information* and a designated Public Information Officer (PIO) including recommended evacuation routes, road, and weather conditions, what residents should bring with them and available public transportation.
- ☐ Activate *ESF #6, Mass Care, Housing & Human Services* to begin sheltering procedures if needed.
- ☐ Collect, maintain, and report the following *ESF #1* status information for inclusion into the EMD's Situation Report (SitRep):
 - Status of roads, bridges, critical facilities, and evacuation routes
 - Road closures and traffic control points
 - Designation of staging areas
 - Major *ESF #1* issues, activities, and unmet needs

SUPPORT AGENCIES

Deputy EMD (DEMD)

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

Police Department

- ☐ In coordination with other departments and the EMD, determine usable routes for evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- ☐ Assist with the coordination of emergency transportation and evacuation routes.
- ☐ Establish and maintain control points to maximize traffic flow on evacuation and supply routes.
- ☐ Organize patrols to provide security in the evacuated area.
- ☐ Assign personnel to monitor and control traffic in staging areas such as parking areas, pick-up and drop-off points and location of essential equipment.
- ☐ Arrange for the removal of disabled vehicles blocking evacuation and transportation routes.
- ☐ Enforce mandatory evacuation when lawfully ordered.

Fire Department/EMS

- ☐ In coordination with other departments and the EMD, determine usable routes for evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- ☐ Provide personnel to assist the Police Department in maintaining traffic control points, if available.
- ☐ Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.

- ☐ Assign personnel, in accordance with the Police Department, to monitor and control traffic in staging areas such as parking areas, pick-up/drop-off points and location of essential equipment.
- ☐ Assist those functional needs persons needing assistance to relocate.
- ☐ Assist in the transport of non-ambulatory persons from the area of evacuation.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Provide medical transportation as needed.

Public Works Department (PWD)

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

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

School District Liaison

- ☐ Maintain control over schools and advise the staff of planned actions, early closings, sheltering or evacuation in concert with established and maintained plans.
- ☐ Coordinate with the EMD to prepare the school(s) for use as an emergency transportation pick-up point or shelter.
- ☐ Coordinate with EMD for mass transportation as needed per *ESF #1*.
- ☐ Provide a representative at the EOC for school issues.

RECOVERY PHASE

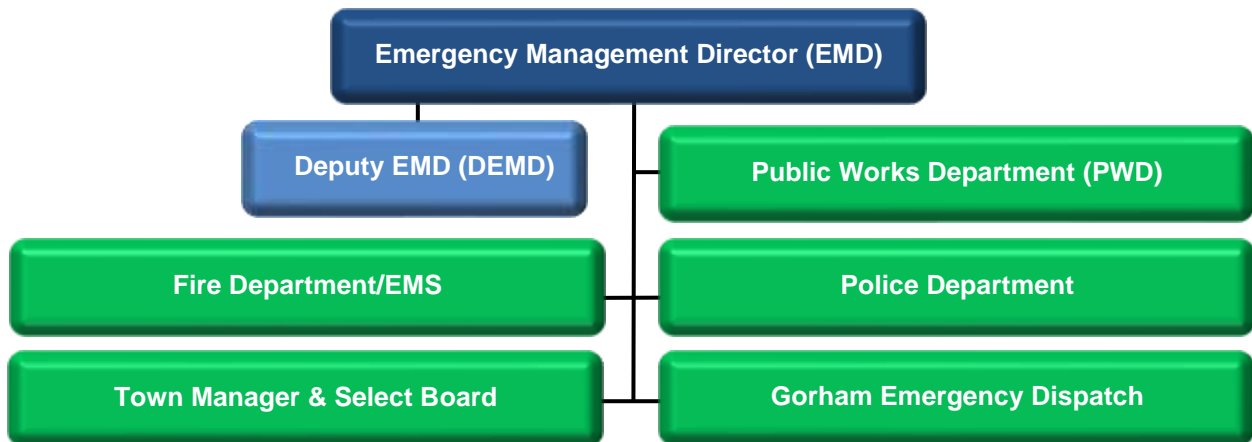
- ☐ The EMD will assist, coordinate, and facilitate the transportation needs required to return evacuees to affected areas.
- ☐ Demobilization would occur when:
 - All transportation needs have been met
 - A detailed cost accounting has been documented
 - The operational elements at the EOC have been terminated.

ESF #2: COMMUNICATIONS & ALERTING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

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

The town maintains radio communications with the NH State Police, the Coos County Sheriff's Office, NH Fish & Game, US-DA Forest Service, Marine Patrol, NH Forests & Lands and other surrounding police and fire departments.

Local networks, by necessity, must form the basis for an emergency communications system. In addition, telephones will be utilized if those systems are in operation. If needed and available, amateur radio may be used to augment the existing communications capability.

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

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

PLANNING ASSUMPTIONS

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

CONCEPT OF OPERATIONS

GENERAL

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for *ESF #2* may include, but not be limited to a dispatch center.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Ensure the availability of appropriate communications equipment for all emergency responders.
- ☐ Develop a redundant communications system that can be utilized in the event of a complete communications failure.
- ☐ Periodically review SOPs/SOGs and update according to new equipment and community needs.
- ☐ Be sure that Gorham Emergency Dispatch knows who the EMD is and how to contact him.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ Periodically test, maintain, and have ready all communications equipment in working order.
- ☐ Prepare a list of additional communications systems and/or equipment that can be utilized should available equipment becomes inoperable at the time of an emergency.
- ☐ Keep an up-to-date list of contact information for all emergency responders, tech advisors and agencies that may be needed at the time of an emergency (see EOC Alert List in *ESF #5, Emergency Management*).
- ☐ Ensure the availability of replacement parts, batteries, etc. that may be needed to continue emergency communications at the time of an emergency.
- ☐ Upgrade communications capabilities according to new regulations and codes.
- ☐ Work with the town, PUC, FCC, and others to establish better cell and radio coverage throughout the community.

RESPONSE PHASE**LEAD AGENCY*****Emergency Management Director (EMD)***

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Organize and control emergency communications.
- ☐ Upon notification of an emergency alert establish communication links with the following if necessary:

• Support Agencies for this ESF	• Police, Public Works & Fire Mutual Aid Systems
• Androscoggin Valley Hospital	• Surrounding community EOCs
• ARC & NCRPHN	• Emergency Response Personnel
• Local Amateur Radio Operators	• Local school(s)
• State EOC through WebEOC	

- ☐ Communicate with local emergency medical facilities to ensure readiness as needed.
- ☐ Coordinate with Gorham Emergency Dispatch and/or other agencies to limit any unnecessary use of communication resources that are not related to the protection of life or property.
- ☐ Research and obtain additional communication resources, if needed.
- ☐ Coordinate emergency alerting to the public with Gorham Emergency Dispatch, CodeRED/ENS and other town-wide notification systems.
- ☐ Coordinate with Homeland Security & Emergency Management for additional communications support as needed through WebEOC and other communication channels as available.
- ☐ Open communication lines with the regional office of American Red Cross for future assistance as needed.
- ☐ Open communication lines with North Country Regional Public Health Network for future assistance if needed.
- ☐ Open communication lines with local ham radio operators if needed.
- ☐ Coordinate with area EOC's for additional communications support as needed.

SUPPORT AGENCIES***Deputy EMD (DEMD)***

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

Police Department

- ☐ Receive emergency notification from the Gorham Emergency Dispatch.
- ☐ Upon notification of an emergency alert, make required notification per police department SOPs.
- ☐ Activate law enforcement mutual aid notifications as needed.
- ☐ Participate in emergency communications training.
- ☐ Provide communication equipment for first responders, as needed.

Fire Department/EMS

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

Public Works Department (PWD)

- ☐ Receive notification from Gorham Emergency Dispatch or other town officials.
- ☐ Alert the EMD of any notifications that are received.
- ☐ Participate in emergency communications training.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

RECOVERY PHASE

- ☐ Based on the emergency, the Lead Agency in concurrence with the Support Agencies will direct recovery actions and notifications.
- ☐ Full demobilization would occur at the termination of the operational elements at the local EOC.
- ☐ Some elements of *ESF #2* may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period.

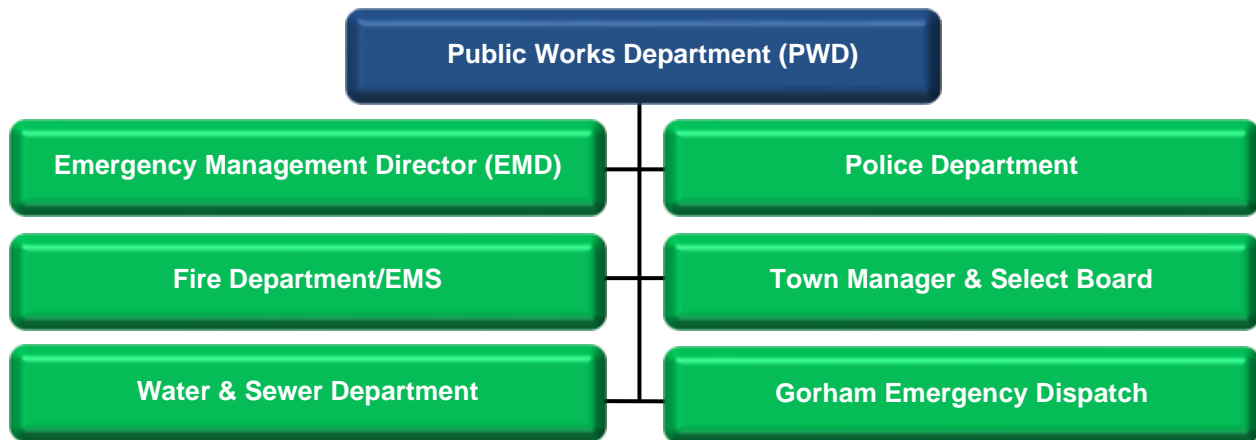
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ESF #3: PUBLIC WORKS & ENGINEERING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

- Emergency clearing of debris to allow emergency personnel and equipment the ability to perform lifesaving and life protecting activities.
- Providing technical advice and evaluations, engineering services, construction management and inspection and emergency contracting.
- Temporary construction of emergency access routes necessary for passage of emergency response personnel.

- Assist in the emergency restoration of critical public utility services, including electric, telephone, gas, supply of potable water and provisions of water for firefighting.
- Establishing priorities and/or allocating of transportation resources, determining the priority of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions.
- Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.
- Coordinating the clearing and restoration of the transportation resources.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

Equipment at the Public Works Department (PWD) garage and Water & Sewer garage may include an assortment of heavy equipment such as dump trucks, backhoes, loaders, and excavators (*see equipment list on page 67*). There may also be an assortment of other miscellaneous equipment housed at the PWD and Water & Sewer garages that may prove to be useful during a disaster. The PWD garage also stores fuel for town equipment and has a portable generator to run the pumps in the time of a power outage. The PWD's mission is to support the citizens of Gorham through the safe operation, proper maintenance, and future development of highway, supporting infrastructure and utilities in a manner that is cost conscience without sacrificing quality.

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

PLANNING ASSUMPTIONS

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

Additional planning assumptions are as follows:

- Debris removal and emergency road repairs will be given priority to support immediate lifesaving emergency response activities.
- The PWD may have to seek private resources for repairs or rebuilding of transportation assets.
- Privately owned buildings serving the public may be declared unsafe by the Fire Department, but detailed structural inspections and repairs will be the responsibility of the building owner.
- Re-inspection of previously assessed structures and damages may be required by more qualified individuals.
- The PWD is responsible for maintaining the viability of town-owned roads and bridges.
- The State of NH DOT is responsible for maintaining state-owned roads and bridges.
- The town will assist in the maintenance of state-owned roads and bridges where possible during an emergency.
- Emergency environmental waivers and legal clearances may be needed for disposal of materials.
- Citizens will assist in removing debris from the immediate area of their homes and businesses but will generally need government assistance in hauling it away for disposal.
- Citizens are often willing to help their neighbors in removing debris.

CONCEPT OF OPERATIONS

GENERAL

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate Support Agencies; the EMD will activate other ESFs as needed. Components of the organization for *ESF #3* may include, but not be limited to staging areas.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Maintain all drainage systems / structures.
- ☐ Maintain road and culvert repair program.
- ☐ Work with the Planning Board to ensure points of access and roads specifications are met for all new roads.
- ☐ The Water & Sewer Department will ensure the operability of the water and sewer plants
- ☐ The Water & Sewer Department will maintain the town's pressurized fire hydrants
- ☐ The Fire Department will maintain the dry hydrants
- ☐ Inspect and maintain all town-owned bridges.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ Pre-identify temporary landfill sites.
- ☐ Establish Memorandums of Understanding (MOUs) with applicable agencies, companies, etc.
- ☐ Adopt procedures to ensure fueling capabilities during an electrical outage.
- ☐ Periodically test, maintain, and have ready all communications equipment in working order.
- ☐ Maintain an inventory of public and private equipment and personnel that can be used at the time of an emergency.
- ☐ Establish a damage assessment team and descriptive criteria for damage assessment of drainage systems, bridges, and roadways.
- ☐ Maintain an inventory of disaster supplies, i.e., sandbags, plastic sheeting, plywood, barricades, temporary fencing, signs, and traffic control devices.
- ☐ Maintain inventory of all public utilities, bridges, and roadway conditions.
- ☐ Maintain public works mutual aid agreements, particularly with NH Public Works Mutual Aid.
- ☐ Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE**LEAD AGENCY****Public Works Department (PWD)**

- ☐ Inspect and maintain at risk dams
- ☐ Inform the EMD of road and highway conditions
- ☐ Identifying temporary landfill sites.
- ☐ Disperse equipment and manpower to strategic locations, under direction of the Incident Commander and the EMD.
- ☐ Monitor dam(s), river elevations and stream gauges
- ☐ Mobilize needs for resources, manpower and equipment.

- ☐ Assist in transportation and traffic control requirements by constructing barricades and posting detours where needed.
- ☐ Compile and evaluate damage assessments from other town departments and staff and establish communications with field units and/or facilities.
- ☐ Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- ☐ Fill/disperse sandbags as need during flood conditions
- ☐ Provide temporary construction of emergency access routes necessary for passage of emergency response personnel; construction of fire breaks, as requested.
- ☐ Monitor and block areas of concern prior to the arrival of flood waters
- ☐ Provide staff and equipment as available to assist other departments.
- ☐ Manage and/or arrange for the disposal of debris, garbage, downed trees, and other debris from private and public property.
- ☐ Repair damage to critical town infrastructure (i.e., roads, culverts, etc.) and/or protect such facilities from further damage.
- ☐ Stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety, per recommendation from authorized state or local agencies and per state RSAs.
- ☐ Coordinate additional engineering and construction resources as needed and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- ☐ Report to the EOC when requested by the EMD.
- ☐ Conduct post incident clean-up for return to public use
- ☐ Collect, maintain, and report the following *ESF #3* status information for inclusion into the EMD's Situation Report (SitRep):
 - Status of debris removal activities
 - Status of critical infrastructure, emergency access routes, local roads, NH DOT Roads, and public utility restoration
 - Unmet needs, expended resources, and any surpluses.

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Provide operational support at the EOC to assist in the implementation of *ESF #3*.
- ☐ In coordination with other departments, assess structural stability of buildings, bridges, and dams
- ☐ Coordinate with Homeland Security & Emergency Management for additional public works equipment.

Police Department

- ☐ Provide personnel and equipment to assist, as needed and as available.
- ☐ Provide security in affected areas if needed.
- ☐ Establish traffic rerouting and roadway blockade as needed
- ☐ Coordinate with the PWD and other departments to assess the situation.

Water & Sewer Department

- ☐ Ensure the continued operation of the water and sewer facility.
- ☐ Refer to the Water & Sewer Department's emergency operations plan.
- ☐ Assist PWD once assured own systems are operational
- ☐ Maintain water distribution, treatment, and storage systems.
- ☐ Repair damage to critical town infrastructure (i.e., water and sewer systems) and/or protect such facilities from further damage.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.
- ☐ Provide personnel and equipment to assist, as needed and as available.
- ☐ Assist with documentation, organization, and damage assessment.
- ☐ Provide financial guidance and funding as needed to support the emergency.

Fire Department/EMS

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

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

RECOVERY PHASE

- ☐ Based on the emergency, the EMD in concurrence with the PWD will direct recovery actions and notifications.
- ☐ Recovery operations will include but not be limited to:
 - Documentation of disaster and restoration costs for possible federal reimbursement
 - The support of community cleanup efforts
 - The restoration of essential public services
 - A post-incident review including a damage assessment report with assistance from federal, state, and local officials if warranted.
- ☐ Full demobilization would occur at the termination of the operations elements at the local EOC.

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

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Department of Public Works					
sidewalk tractor	C480		DPW	Diesel	
sidewalk tractor	C494		DPW	Diesel	
1 ton dump truck	K3500		DPW	Diesel	
1 ton dump truck	K3500		DPW	Diesel	
pickup	K1500		DPW	Gas	
pickup	K2500		DPW	Gas	
pickup	F150		DPW	Gas	
Dump truck	4900		DPW	Diesel	
Dump truck	7400		DPW	Diesel	
Dump truck	4400		DPW	Diesel	
Dump truck	3900		DPW	Diesel	
Bulldozer	350		DPW	Diesel	
Front end loader	544K		DPW	Diesel	
Backhoe			DPW	Diesel	
street sweeper			DPW	Diesel	
Snow-go snow blower	loader mount		DPW	Diesel	
garbage truck			DPW	Diesel	
garbage truck			DPW	Diesel	
recycling truck			DPW	Diesel	
Water Department					
1 ton dump truck			W&S	Gas	
Dump Truck			W&S	Diesel	
Dump Truck			W&S	Diesel	
pickup truck	3500		W&S	Diesel	
pickup truck			W&S	Diesel	

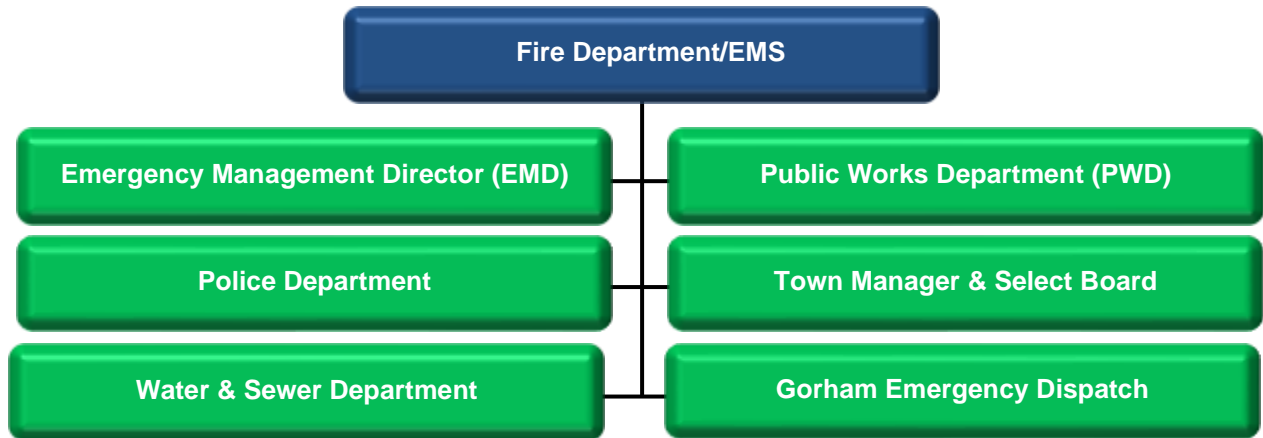
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Backhoe	590SN		W&S	Diesel	
Excavator	315L		W&S	Diesel	
tractor			W&S	Diesel	
trailer	20 ton		W&S	N/A	
(4) portable pumps			W&S	Gas	
pavement cutter			W&S	Gas	
(3) Trench Boxes			W&S	N/A	
portable generator	3500W		W&S	Gas	
(5) pipe thawing devices			W&S	N/A	
(2) ground compactors			W&S	Gas	
Portable air compressor	185 CFM		W&S	Diesel	
Misc. pipe locators/tools			W&S	N/A	
Pipe saw			W&S	Gas	
(2) sewer jetters			W&S	N/A	
sewer camera			W&S	N/A	

ESF #4: FIREFIGHTING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

Gorham Fire & EMS provides quality fire and emergency medical services to the residents and visitors of Gorham 24 hours a day, 365 days a year. The department staffs a full-time Chief, three full-time EMTs, one part-time EMT, 15 paid on-call EMTs, 30 paid on-call firefighters and operates two stations within the community. The Fire Department is dispatched through Gorham Emergency Dispatch and participates in Northern NH Fire Mutual Aid Pact (NORPAC) and with area departments. The Gorham Fire

Department would contact HSEM or the Fire Marshal who would contact the nearest available HazMat team for HazMat related incidents. The Fire Department is as well-equipped to perform their assigned functions as any community of comparable size.

The Gorham Fire Stations are vitally important to the emergency response. The Gorham fire station has a full kitchen, shower facilities and bathroom facilities. The Cascade station has bathroom facilities.

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

PLANNING ASSUMPTIONS

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

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

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

CONCEPT OF OPERATIONS

GENERAL

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will notify the EMD who may activate the EOC, other ESFs and Support Agencies as needed. Components of the organization for *ESF #4* may include, but not be limited to staging areas, evacuation, sheltering, public information and law enforcement.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Reduce the risk of wildfires through enforcement of outdoor burning statutes.
- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ Develop and maintain emergency management plans, procedures, and supplies as they relate to emergencies and disasters such as a Mass Casualty Plan (MCI).
- ☐ Assist owners or operators of commercial and industrial facilities that may require a special fire protection plan.
- ☐ Maintain up-to-date information on types and quantities of hazardous materials present in the community (Tier II reporting).

- ☐ Maintain an up-to-date list of all available firefighting resources including equipment and personnel.
- ☐ Obtain floor plans for facilities that may involve an extensive search.
- ☐ Test, inspect and maintain all firefighting apparatus and resources on a regular basis.
- ☐ Maintain a stockpile of specialized supplies.
- ☐ Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

LEAD AGENCY

Fire Department/EMS

- ☐ Coordinate all fire service activities.
- ☐ Begin call up of all fire department personnel.
- ☐ Implement SOGs and mutual aid agreements, as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) near the incident site.
- ☐ Rescue trapped occupants if structural fire occurs
- ☐ Extinguish and contain all fires.
- ☐ Assist with vehicular and building extrications, as necessary.
- ☐ Assist with the enforcement of restrictions and the evacuation of effected areas.
- ☐ Assist the Police Department with traffic issues as needed
- ☐ Provide first response, immediate medical stabilization and medical care for victims and responders.
- ☐ Provide medical treatment as needed and available.
- ☐ Provide rehab for the emergency responders.
- ☐ Provide medical transportation and request additional medical transportation if needed.
- ☐ Provide fire surveillance and offer fire protection within the evacuated areas.
- ☐ Provide a monitoring capability for radiological accidents or incidents.
- ☐ Establish perimeters for forest fires
- ☐ Receive the notification of an actual or impending emergency and forward it to the Emergency Management Director per discretion of the Fire Chief.
- ☐ Disburse personnel and equipment to predetermined strategic locations.
- ☐ Notify the Water Department of expected large volume of water needed of firefighting.
- ☐ Assist in the evacuation of buildings and/or impacted areas as needed.
- ☐ Activate the Mass Casualty Plan if needed
- ☐ Respond to HazMat accidents/incidents per *ESF #10, Hazardous Materials*.
- ☐ Conduct search and rescue operations per *ESF #9, Search & Rescue*.
- ☐ Report power outages to the EMD.
- ☐ Report to the EOC when requested by the Emergency Management Director and delegate the on-scene command of the department to the next qualified member.
- ☐ Begin public alerting procedures per guidelines in accordance with the EMD as outlined in *ESF #2, Communications & Alerting*.
- ☐ Begin call-up of additional department personnel and recruit additional personnel as needed.
- ☐ Conduct arson investigation, if necessary, in coordination with the Fire Marshal.

- ☐ Serve as a member of a disaster assessment team to determine the structural integrity of buildings affected by the disaster.
- ☐ In consultation with qualified personnel, assess the damage to fire equipment and facilities if needed and recommend condemnation of unsafe buildings.
- ☐ Provide personnel to other emergency services to augment their capabilities, if available.
- ☐ Collect, maintain, and report the following *ESF #4* status information for inclusion into the EMD's Situation Report (SitRep):
 - Damage assessment information
 - Status of critical areas (i.e., fire station, communications, and storage areas)
 - Status of firefighting activities and operational facilities (i.e., staging areas)
 - Major *ESF #4* issues; staffing and resource shortfalls, capabilities, and unmet needs
 - Allocated and requested firefighting resources.

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Provide operational support at the EOC to assist in the implementation of *ESF #4*.
- ☐ In coordination with other departments, contact the functional needs community, elder citizens and vulnerable populations who may need assistance.
- ☐ In coordination with other departments, assess structural stability of buildings, bridges, and dams.
- ☐ Coordinate with Homeland Security & Emergency Management for additional assistance if needed.

Police Department

- ☐ Establish and control a secured perimeter
- ☐ Increase patrol, security, and visibility in and around any impacted areas as available
- ☐ Coordinate traffic rerouting, roadway blockades and crowd control.
- ☐ Coordinate emergency transportation routes.
- ☐ Assist with evacuations as needed for impacted areas
- ☐ Assist with arson investigations in coordination with the Fire Chief & Fire Marshal.

Public Works Department (PWD)

- ☐ Inform the Emergency Management Director of road and highway conditions
- ☐ Provide highway equipment and personnel support during large scale firefighting operations.
- ☐ Inspect and assess structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies
- ☐ Assist the Police Department in traffic control by providing equipment, barricades, and other traffic control devices
- ☐ Maintain transportation routes to provide access for emergency response vehicles.
- ☐ Clear debris and downed trees from incident site
- ☐ Conduct post incident clean-up for return to public use

Water & Sewer Department

- ☐ Protect the water and sewer infrastructure, the town's drinking water supply and the water supply for fire suppression.
- ☐ Maintain communications with the Fire Department to determine the volume of water needed for fire suppression.
- ☐ Monitor the water level in the Sugar Hill Reservoir Tank (2.25-million-gallon water tank), particularly during the winter months, to prevent damage to the tank itself, which could potentially open the tank to contaminants and poor water quality.
- ☐ Increase the flow of water to the Sugar Hill Reservoir Tank to replace the volume of water required for fire suppression.
- ☐ Provide heavy equipment to assist the Fire Department as needed.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

RECOVERY PHASE

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

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

EQUIPMENT INVENTORY LIST – ESF #4, FIREFIGHTING

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Fire Engine #3	T600 Kenworth	1250GPM/1000 gallons 5 passenger	Fire Station	Diesel	
Fire Engine #4	M2-106 Freightliner	1250GPM/1000 gallons 3 passenger	Fire Station	Diesel	
Rescue 1	GMC 6500	4 passengers	Fire Station	Diesel	
Tanker 1	M2-106 Freightliner	1000GPM/2000 gallons 2 passenger	Fire Station	Diesel	
Utility 1	Ford F250	6 passengers	Fire Station	Gas	
UTV	Polaris Ranger	6 passengers	Fire Station	Gas	

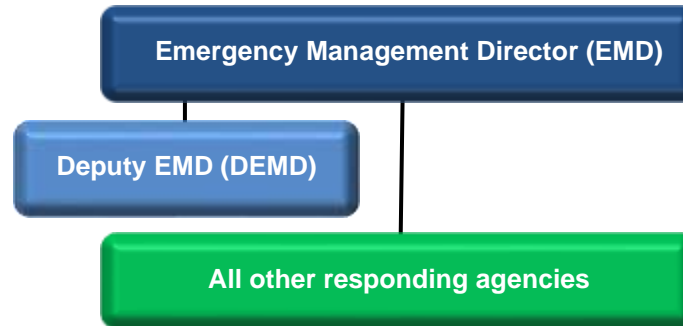
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ESF #5: EMERGENCY MANAGEMENT

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

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

- **Displays**
To develop, maintain and display information and status to facilitate briefings and current activities.
- **Planning and Support**
To plan and support activities used to assist in the consolidation of data to support the preparation of the action plan.
- **Technical Services**
To coordinate remote sensing and reconnaissance requirements; provide hazard-specific technical advice to support operational planning; and use additional Subject Matter Experts (SME) or technical specialists, as needed.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

PLANNING ASSUMPTIONS

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

Other planning assumptions are as follows:

- There may be delays in establishing full information processing capabilities.
- There may never be complete information.
- During a disaster, message flow may bottleneck in the EOC due to intense levels of activity.
- Early in the event little information will be available and initial information received may be vague or inaccurate. Further uncertainty may be caused by conflicting information, misinformation, and rumors.
- Communications and transportation disruptions may hamper the collection and dissemination of accurate information.

CONCEPT OF OPERATIONS

GENERAL

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

In response to an incident, the following may occur:

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

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for *ESF #5* may include, but not be limited to a unified command, a joint operation center and public information centers.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Provide public outreach and education to increase hazard awareness and mitigation action items that can be taken.
- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ Pre-designate administrative and clerical staff that may be needed at the EOC.
- ☐ Coordinate with the Town Manager and the Select Board to establish an EOC plan and equip the EOC and the secondary EOC with such items as extension cords, display boards, cots, blankets, etc.
- ☐ Coordinate with the Select Board to maintain and update the EOP to include an update to the Resource Inventory List and EOC Alert List.
- ☐ Coordinate with the Select Board for disaster mitigation programs and trainings.
- ☐ Maintain an inventory of both public and private equipment and technology personnel that can be called upon at the time of an emergency. (Resource Inventory List, Chapter 6)
- ☐ Obtain and refresh WebEOC training and ensure all EOC staff members are adequately trained.
- ☐ Set up the phone lines necessary for emergency communications and reporting.
- ☐ Make provisions for the necessary resources that are required to implement ESF #5, such as:
 - ☐ Computers with appropriate software (GIS, CAD), hardware (printers, keyboards, etc.) and operators
 - ☐ Data collection and reporting forms
 - ☐ Portable battery-powered radio(s)
 - ☐ Supply of batteries and other energy essentials
 - ☐ Telephones, radios, fax machines and other communications equipment
 - ☐ Maps, US Census Data, and other reference materials.
- ☐ Periodically test, maintain, and have ready all equipment in working order.

RESPONSE PHASE**LEAD AGENCY*****Emergency Management Director (EMD)***

- ☐ Notify the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Consider seeking the Chairman of the Select Board authorization to declare a local state of emergency, if necessary.
- ☐ Monitor weather and flood conditions.
- ☐ Develop a strategic plan for the incident.
- ☐ Coordinate the processing, collecting and dissemination of information along with other team members.

- ☐ Upon determination of an impending or actual incident requiring the activation of *ESF #5*, the EMD will gather personnel needed to meet the needs of the EOC including, but not limited to:
 - Secretarial or skilled office help
 - “Runners” who can relay messages quickly to Support Agencies
 - A designated Public Information Officer (PIO) to prepare for and activate *ESF #15*
 - Members of the Planning Board or GIS expert to assist with mapping.
- ☐ Activate communications equipment:
 - Local & regional dispatch
 - Telephones
 - Computers & internet connections
 - Backup generators.
- ☐ Establish a check-in and check-out procedure to ensure that everyone entering the EOC signs an Attendance Log Sheet and provide a means of identification for the EOC staff so that security knows who to admit.
- ☐ Establish the need for and provide security for the EOC through *ESF #13, Public Safety & Law Enforcement*.
- ☐ Establish an effective message system that ensures a disciplined flow of incoming and outgoing messages in and out of the EOC.
- ☐ Prepare a shift schedule and provide basic food, water, medical services, and other staffing needs for the EOC staff.
- ☐ Establish and announce regularly scheduled briefings for agencies involved in the incident.
- ☐ Establish and announce regularly scheduled briefings for citizens of the community and the media per *ESF #15, Public Information*.
- ☐ Develop and revise Situation Reports (SitRep) using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.
- ☐ Track progress of restoration.
- ☐ Track the deployment of personnel and equipment working the emergency.
- ☐ Initiate long-term strategic planning for the affected area.
- ☐ Prepare action plans and reports and develop special reports describing specific actions, priorities or contingency planning requirements as requested.
- ☐ Prepare briefings and reports based on input from other ESF operational elements.
- ☐ Maintain chronological event logs, status boards, maps, and charts critical to the operation of the local EOC.
- ☐ Prepare periodic informational reports for HSEM through WebEOC.
- ☐ Maintain records of expenditures and resources utilized.
- ☐ Obtain technical advice, as needed.
- ☐ Log and track local, state, and federal response actions and requests to support operational elements.
- ☐ Gather and analyze information to be issued to the public and media through *ESF #15, Public Information*.
- ☐ Develop a restoration priorities plan.

☐ Provide analysis of the situation based on information such as:

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

SUPPORT AGENCIES

Deputy EMD

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

All Other Responding Departments

- ☐ Maintain accurate and up-to-date records of
 - Total staff hours
 - Vehicles used and mileage
 - Equipment used
 - Total equipment hours
 - Cost of materials
 - Photographs pre and post restoration
 - GPS locations for all damaged sites
- ☐ Provide the EMD with current and appropriate information on emergency actions being taken by each department.
- ☐ Assist the EMD with planning concepts and needs assessment.
- ☐ Assist the EMD with technical and or logistical needs.
- ☐ Provide the EMD with the necessary staff and tools that are required to effectively gather, analyze, and disseminate information.
- ☐ Provide maps for planning and EOC display purposes.
- ☐ Provide a representative for the EOC.

RECOVERY PHASE

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

The EOC Alert List located on following page

EOC ALERT LIST – LOCAL

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - LOCAL				
Name	Title	Phone (work)	Phone (cell)	Email Address
Philip Cloutier	Fire Chief/EMD/Health Officer	603-466-2549	603-723-7907	pcloutier@gorhamnh.org
Adam Marsh	Police Chief/Deputy EMD	603-466-3336	603-520-1478	amarsh@gorhamnh.org
Austin Holmes	Public Works Director	603-466-5025	603-723-6504	aholmes@gorhamnh.org
Jeff Tennis	Water & Sewer Superintendent	603-466-3302	603-723-6009	jtennis@gorhamnh.org
Jeff Scarinza	Building Inspector	603-466-3322	603-915-6499	jscarinza@gorhamnh.org
Denise Vallee	Town Manager	603-466-3322	603-723-3421	dvallee@gorhamnh.org
Mike Waddell	Select Board - Chair	603-466-3322	603-733-5658	mwaddell@gorhamnh.org
Adam White	Select Board Member	603-466-3322	603-616-9728	awhite@gorhamnh.org
Judy LeBlanc	Select Board Member	603-466-3322	603-723-1758	jleblanc@gorhamnh.org
Nick Santy	Deputy Health Officer	603-466-5611	603-723-4710	nsanty@gorhamnh.org
Derek Palmieri	Public Information Officer		802-376-9728	palmieri999@hotmail.com
Bridgette Santy	Public Information Officer		603-723-3188	bridgettedx@gmail.com
Stephanie Kennedy	Public Information Officer		603-398-2482	gorham60f35@gmail.com

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

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - OTHER			
Name	Title	Phone (work)	Cell
Courtney Jordan	Homeland Security Field Rep.	223-3657	856-6578
HSEM	Homeland Security 24-Hour Duty Officer	800-852-3792	-
Frank Grima	NH American Red Cross	889-6664	812-1874
Duty Officer	NH State Police-Troop F	846-3333	-
	North Country Regional Public Health Network	259-3700	-
Duty Officer	Coos County Sheriff's Office	788-5598	-

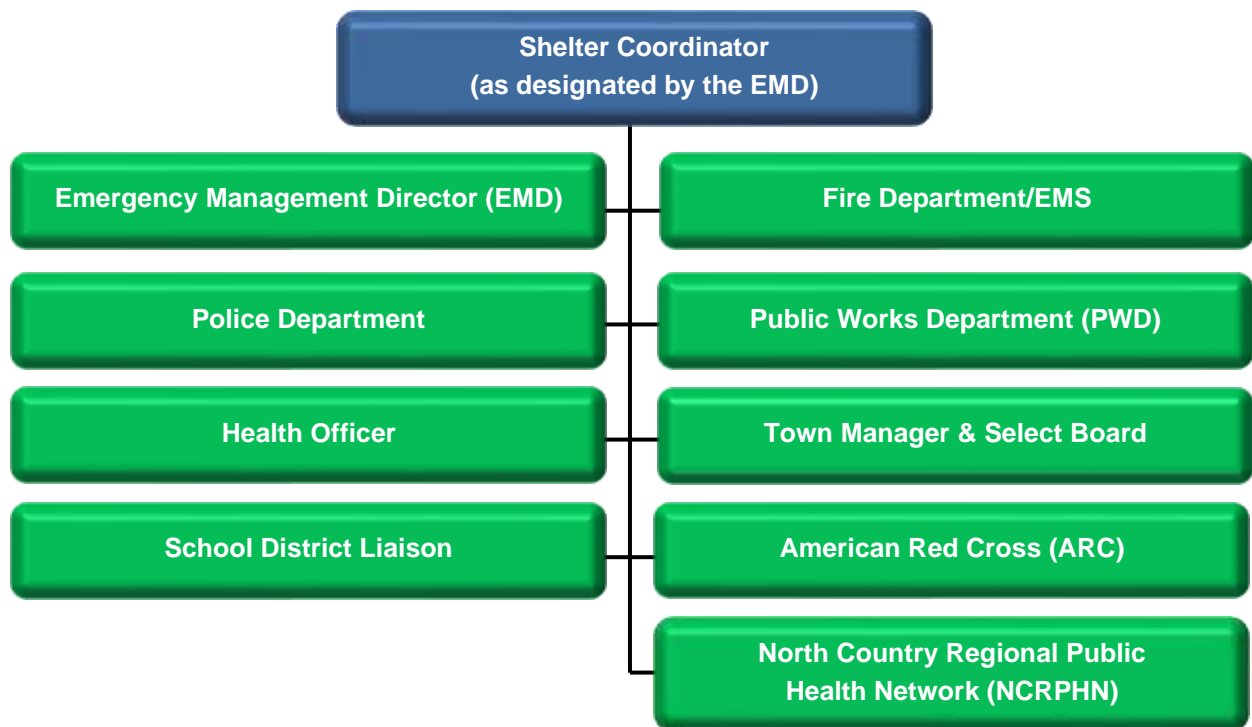
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ESF #6: MASS CARE, HOUSING & HUMAN SERVICES

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

In the event of a prolonged disaster exceeding 48-72 hours, Gorham could require the assistance of ARC. ARC independently provides mass care to all disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United States Congress, American Red Cross Act of January 5, 1905, and the Disaster Relief Act of 1974. ARC also assumes Lead Agency responsibility under the Federal Response Plan, to coordinate federal response assistance to the mass care response of state and local governments and the efforts of other voluntary agencies, including ARC relief operations.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

For local emergencies, the designated primary shelter is the Gorham Middle/High School (certified by ARC). If the need arises and the school is not available, the Edward Fenn Elementary School could be utilized as a secondary shelter. During pandemic situations, such as Covid-19, the Red Cross will strive to establish non-congregate shelters (i.e., hotels, inns, etc.) instead of congregate shelters.

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

PLANNING ASSUMPTIONS

Planning assumptions for mass care and shelter are as follows:

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

- American Red Cross will begin provision of mass care and shelter services in response to requests from emergency management officials at the local, state, or federal level; ARC will respond to requests for disaster assistance within approximately two hours; actual assistance from ARC will be dependent upon the nature of the hazard, the size of the hazard's geographical area and the availability of staff. American Red Cross in the local area can be contacted at 800-464-6692; if possible, advanced calling may expedite the response from ARC.
- ARC can either support or manage shelter operations. ARC will manage facilities which have a pre-established agreement. ARC will support all other shelter facilities if available and enact a shelter agreement to manage if needed.
- Shelters may be opened in response to emergencies outside of the town.
- Long term mass care may be required following some disasters.
- American Red Cross will not accept food that is not prepared by a licensed kitchen.
- Mass care facilities will receive priority consideration for structural inspections to ensure the safety of the occupants.
- Spontaneous shelter volunteers will require coordination; the appearance of spontaneous volunteers and the influx of emergency response personnel may place additional burdens on the shelter system.
- Some people who are not at risk may seek shelter.
- For hazards that are highly visible or receive extensive media coverage, people may evacuate before an official recommendation.
- Law enforcement may be required at mass care facilities for crowd control and security.

CONCEPT OF OPERATIONS

GENERAL

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

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

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

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

The Town of Gorham is responsible for the mass care and sheltering of its citizens and visitors because of an emergency or disaster. To respond in the most efficient manner to the needs of evacuees and victims who may require mass care and sheltering, a detailed shelter plan should be established in advance. The Shelter Coordinator, the EMD, American Red Cross and other town officials should compile a comprehensive shelter plan which will serve as a stand-alone annex to this EOP. A short list of shelter recommendations is available in Chapter 7.

The Town of Gorham currently has 15 cots, 3 bales of blankets and Red Cross supplies stored at the Cascade Fire Station; inventory and other resources (i.e., medical) may be available from the North Country Regional Public Health Network, American Red Cross and/or the state EOC. ARC has trailers located in Berlin and Center Conway with cots, blankets and shelter start-up kits that could be utilized if needed.

Shelters operated by American Red Cross and most other organized volunteer groups will allow pets in crates, provided they are not in the general population area where only service animals are allowed. American Red Cross has access to disaster supplies for pets through the local Disaster Animal Rescue Team (DART). Pet sheltering in shelter facilities is dependent on the agreement with the shelter.

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Shelter Coordinator, as designated by the EMD, will activate ESF Support Agencies as needed. Components of the organization for *ESF #6* may include public information centers, mass care facilities, pet sheltering facilities, family assistance centers and cooling and warming centers.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ The EMD will pre-designate a Shelter Coordinator.
- ☐ The EMD, along with a pre-designated Shelter Coordinator (if available) will:
 - Coordinate with American Red Cross (ARC) and the North Country Regional Public Health Network (NCRPHN) to designate a primary shelter, a secondary shelter, and a shelter location for household pets.
 - Secure a Memorandum of Understanding (MOU) to use buildings that are designated as shelters.

- Develop a plan for relocation of evacuees during and after the emergency to ensure an accurate tracking procedure.
- Develop MOUs with area veterinarians and other local professionals who can accommodate pet sheltering.
- Develop a list of all pet friendly hotels and motels in the area.
- Identify a network of animal response teams in other communities; establish mutual aid agreements.
- Develop and maintain an MOU with the local humane society.
- Maintain a complete list of public, private, and volunteer agencies and companies that can assist with *ESF #6* such as:
 - American Red Cross
 - North Country Regional Public Health Network
 - Local Veterinarians
 - Local Humane Societies
 - Mental Health Counselors
 - Facilities that can provide for food storage (i.e., freezer space)
 - Facilities that can assist with the acquisition of potable water
 - Facilities that can assist with the acquisition of pet supplies and food.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this *ESF* to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ The EMD, along with a pre-designated Shelter Coordinator (if available) will:
 - Develop and maintain a primary shelter and shelter plan.
 - Establish a supply of cots, blankets, and pet supplies (i.e., crates, bowls, etc.) and an appropriate storage location.
 - Practice and test the shelter plan in advance of a future emergency.
 - Pre-designate and train shelter staff to open and maintain shelter operations.
 - Prepare a shelter kit with items recommended by ARC (see Chapter 7)
 - Acquire items such as power strips, charging cords, etc. for the shelter
 - Coordinate with *ESF #15, Public Information*, for the development of public information with pre-scripted messages about evacuee and pet sheltering needs.
 - Organize resources (i.e., crates, forms, locations for food donations).
 - Prepare a plan to move the shelter should the primary shelter become compromised.

RESPONSE PHASE**LEAD AGENCY*****Shelter Coordinator (as designated by the EMD)***

- ☐ Organize and coordinate all shelter activities and needs.
- ☐ Mobilize staff and open shelter(s) keeping them operating if necessary.
- ☐ Notify *ESF #6* Support Agencies of plan implementation and share information about what has occurred and initial response actions.
- ☐ Activate the shelter plan.
- ☐ Open communications lines to the shelter; if normal communications systems are damaged, activate components of *ESF #2, Communications & Alerting*, to facilitate the staffing of the shelter.
- ☐ Provide individual and family assistance consisting of the provision of emergency food, clothing, and shelter.
- ☐ Coordinate the transportation of goods, services, and people to shelter sites per *ESF #1, Transportation*.
- ☐ Register and track shelter occupants.
- ☐ Recommend to the public what items should be brought to shelters per *ESF #15, Public Information*.
- ☐ Coordinate the provision of pet sheltering and advise the public on pet sheltering locations and requirements per *ESF #15, Public Information*.
- ☐ Establish a system and assist in answering disaster welfare inquiries, in coordination with American Red Cross and coordinate efforts to establish "Safe & Well" information.
- ☐ Participate in shelter training as coordinated by the EMD, NCRPHN and ARC.
- ☐ Identify and request additional resources through *ESF #7, Resource Support*.
- ☐ Maintain communications between the shelter(s) and the EOC and designate an EOC representative to report to the EOC on behalf of the shelter operations.
- ☐ Identify security requirements and notify the Police Department per *ESF #13, Public Safety & Law Enforcement*.
- ☐ Work with the Health Officer to ensure the safety of food provided at the shelter according to state laws and protocols.
- ☐ Coordinate with *ESF #8, Health & Medical*, for the treatment of ill and or injured patients at the shelter and arrange for transportation as needed.
- ☐ Identify fire protection issues and notify the Fire Department per *ESF #4, Firefighting*.
- ☐ Obtain additional cots and blankets from American Red Cross, state emergency management and the North Country Regional Public Health Network as needed.
- ☐ Coordinate with *ESF #7, Resource Support* and *ESF #15, Volunteer & Donations Management* to obtain necessary resources for shelter evacuees.
- ☐ Collect, maintain, and report the following *ESF #6* status information for inclusion into the EMD's Situation Report (SitRep):
 - Number of shelter occupants and meals served
 - Resources received and consumed or expended
 - Condition of the facility
 - Identification of any unmet needs

SUPPORT AGENCIES***Emergency Management Director (EMD)***

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Designate a Shelter Coordinator if one has not been pre-designated.
- ☐ Assess the requirements for fuel, food, water, warming and cooling at the shelter and for emergency responders.
- ☐ Open temporary shelters if required.
- ☐ Notify Homeland Security, NCRPHN, ARC and other volunteer agencies as needed of the activation of *ESF #6*.
- ☐ Designate a Public Information Officer (PIO) to assist with communications to the public or the news media per *ESF #15, Public Information*.
- ☐ Coordinate with the Shelter Coordinator and *ESF #15, Public Information* to recommend to the public what items should be brought to shelters (pillows, medications, oxygen, health equipment and other essential medical needs).

Police Department

- ☐ Aid with traffic control and transport to and around the emergency shelter.
- ☐ Provide security and law enforcement at shelter and mass care facilities, as available.
- ☐ Provide backup communications links from shelter facilities to the EOC via the use of 2-way radios, if needed.
- ☐ Aid with pet sheltering as available.

Fire Department/EMS

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

Public Works Department (PWD)

- ☐ Assist in obtaining and delivering shelter equipment & supplies.
- ☐ Ensure the power, water supply and sanitary services at mass care facilities are maintained during an emergency.
- ☐ In coordination with the EMD, designate and prepare suitable locations where state and federally provided mobile homes may be placed for long term shelter accommodations.
- ☐ Assist in posting directions and road signage.
- ☐ Clear parking lots and evacuation routes of debris and/or snow.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

School District Liaison

- ☐ Prepare the school as possible pickup and/or drop off point during an emergency.
- ☐ Prepare school facilities for feeding and sheltering, making available all on-hand food supplies needed for mass feedings per *ESF #6, Mass Care, Housing & Human Services*.
- ☐ Participate in shelter training as coordinated by the EMD, NCRPHN, ARC and other agencies.
- ☐ Assist in providing personnel for registering evacuees, based on availability.
- ☐ Evacuate students, if necessary, per the school's Evacuation/Emergency Operations Plan.
- ☐ Designate a school representative(s) that would report to the EOC at the time of an emergency.

Health Officer

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

American Red Cross (ARC)

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

North Country Regional Public Health Network (NCRPHN)

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

RECOVERY PHASE

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

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

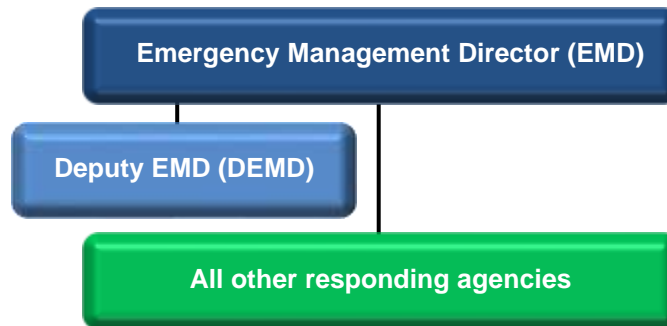
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ESF #7: RESOURCE SUPPORT

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SECONDARY AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

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

PLANNING ASSUMPTIONS

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

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

CONCEPT OF OPERATIONS

GENERAL

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD will activate ESF Support Agencies as needed. Components of the organization for *ESF #7* may include, but not be limited to staging areas and holding areas.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Maintain the Resource Inventory List (Chapter 6) in an up-to-date condition identifying and assessing available resources and facilities that are necessary for the emergency response.
- ☐ Review and maintain the Emergency Operations Plan on an annual basis.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY*****Emergency Management Director (EMD)***

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Assume overall coordination of resource allocation and the processing of requests.
- ☐ Request staff to come to the EOC to provide logistical support as required.
- ☐ With support staff, provide continuous control and accountability of equipment, personnel, goods, and services in support of the disaster.
- ☐ Notify local, state, and federal agencies as needed regarding the emergency and the anticipated resource requirements.
- ☐ Assemble all available equipment resources and track deployment of equipment and personnel.
- ☐ Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital services.
- ☐ Acquire such private resources as are needed and request authorization of the expenditure of funds from the Select Board.
- ☐ Place town personnel on standby or direct to staging areas with some facilities staffed for immediate response.
- ☐ Monitor, track and provide logistical support for staff movement and the status/disposition of all resource requests.
- ☐ Stage resources near the expected impact/emergency areas when possible.
- ☐ Provide initial reports based on resources that have been requested.
- ☐ Provide communication resources in coordination with *ESF #2, Communications & Alerting*.
- ☐ Provide transportation resources in coordination with *ESF #1, Transportation*.
- ☐ Provide food for resource staff in coordination with *ESF #6, Mass Care, Housing & Human Services*.

- ☐ Provide fuel in coordination with *ESF #12, Energy*, for resource vehicles.
- ☐ Ensure security for staging areas and facilities in coordination with *ESF #13, Public Safety & Law Enforcement*.
- ☐ In coordination with the Town Manager and the Select Board, issue such orders and/or proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.
- ☐ Coordinate the use of essential utility services.
- ☐ Ensure that essential resources are returned to their primary use once they are no longer needed for the emergency.

SUPPORT AGENCIES

Deputy EMD (DEMD)

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

All Other Responding Departments

- ☐ Provide the EMD with current and appropriate information on resource availability and shortfalls
- ☐ Maintain accurate and up-to-date records of
 - Total staff hours
 - Vehicles used and mileage
 - Equipment used
 - Total equipment hours
 - Cost of materials
 - Photographs pre and post restoration
 - GPS locations for all damaged sites
- ☐ Provide personnel and equipment in the implementation of *ESF #7*.

Police Department

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

Fire Department/EMS

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

Public Works Department (PWD)

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

Town Manager & Select Board

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

RECOVERY PHASE

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

A complete Resource Inventory List can be found in Chapter 6 of this plan.

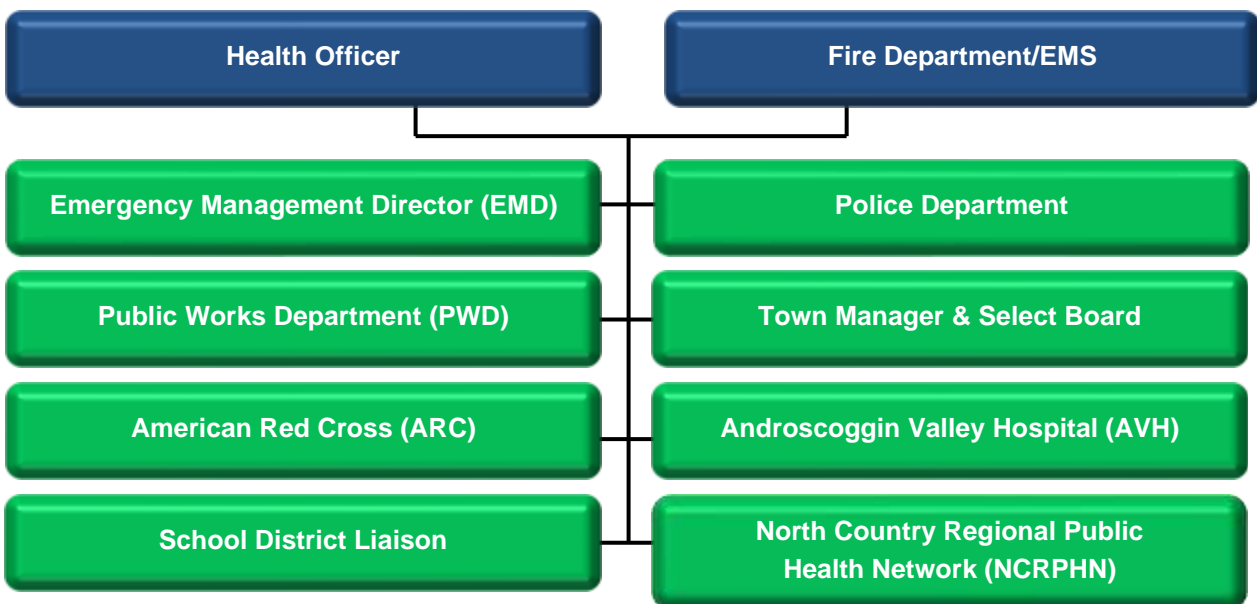
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ESF #8: HEALTH & MEDICAL

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES & ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Town of Gorham handles emergency medical services (EMS) and medical transportation through Gorham Fire & EMS. Emergency responders are certified to various levels of emergency medical care from EMR to Paramedic and are as well equipped to perform their assigned functions as any community of a comparable size.

The Town of Gorham has an appointed Health Officer and a Deputy Health Officer.

Residents of the Town of Gorham rely chiefly on the medical services provided at Androscoggin Valley Hospital (AVH) in Berlin (9 miles, 25 beds) which maintains its own emergency response plan. Alternate hospitals would include Weeks Medical Center in Lancaster and Memorial Hospital in Conway. There are registered nurses and physicians that live in the community and/or nearby who could be used to augment the medical capability in addition to volunteers with first aid training, providing professional licensure is provided.

A major emergency affecting Gorham and the surrounding area could result in a high rate of casualties and fatalities. Temporary portable morgues may need to be established. All efforts would be expediently handled to deal with many fatalities. Guidance in health matters in an emergency is available from the state Department of Health and Human Services and the North Country Regional Public Health Network (NCRPHN). The Disaster Mortuary Response Team (DMRT), the Disaster Medical Assistance Team (DMAT) and other federal services may be activated through the state EOC.

NCRPHN is a collaborative of municipal, health, human services and other agencies in the region that encompasses 37 municipalities. Through NCRPHN, these municipalities have agreed to develop a regional plan to address public health emergencies, the Regional Public Health Emergency Response Annex, which is considered an annex to this plan.

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

The local EOC will be responsible for supporting the MACE in coordination, staffing, communications, resource dispatching and tracking, information collection, analysis, and dissemination. In a public health emergency, the local EOC, through the MACE, will maintain communications with the state DHHS, Incident Command and the state EOC. (See Chapter 6, Resource Inventory)

PLANNING ASSUMPTIONS

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

- A Mass Casualty Incident (MCI) could occur anywhere in Gorham and could include hazardous materials or many persons.
- Temporary mortuary facilities or storage areas may need to be established, in the event of many fatalities.
- Gorham's diverse population includes the elderly who may have increased health needs.
- Damage to communications and transportation systems may prevent non-damaged facilities from operating due to lack of functioning utilities and employees who may be unable to report to work.
- The public will require guidance on how to avoid health hazards caused by or arising from the emergency.
- Disruption of sanitation services and facilities, loss of power and massing of people in shelters will increase the potential for disease and injury.
- Resources external to the Town of Gorham (such as Androscoggin Valley Hospital, the NH Department of Health and Human Services or North Country Regional Public Health Network) could potentially be available to support the provision of the mass administration of immunizations and/or medications. Berlin High School in Berlin is a designated Point of Dispensing (POD).
- Most people will seek medical care on their own.
- Per establish state plans, when the town requests activation of the MACE, HSEM may also open a Joint Information Center (JIC) for communications with the MACE.
- Personal Protective Equipment (PPE) may be in short supply.
- During long lasting emergencies, such as pandemics, there may be a need to provide response and recovery efforts at the same time.
- Unchecked accumulation of debris, the consumption of contaminated food or water and the inadequate disposal of sewage will result in public health problems if not abated early in the emergency cycle.
- Local medical personnel may spontaneously volunteer to assist.

CONCEPT OF OPERATIONS

GENERAL

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

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Support Agencies will be activated as needed by the Lead Agencies. Components of the organization for *ESF #8* may include, but not be limited to triage, sheltering (pet and human), points of dispensing, medical transportation, law enforcement and quarantine.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ The Fire Department will assess options for obtaining adequate medical supplies prior to a disaster.
- ☐ The Fire Department in coordination with other departments, should establish a significant stockpile of Personal Protective Equipment (PPE); explore funding opportunities with both private and public entities.
- ☐ The Fire Department and the Police Department will coordinate to develop a functional needs list and specific needs for the evacuation of the functional needs population from their homes.
- ☐ The Fire Department and the Health Officer will take part in and/or conduct specialized training by the NCRPHN, ARC and other agencies.
- ☐ The Fire Department will periodically test, maintain, and have ready all equipment in working order.
- ☐ The Health Officer will coordinate with the North Country Regional Public Health Network to develop and assist in the development of local and regional pandemic planning.
- ☐ The Health Officer will monitor and initiate planning and preparedness actions for the spread of potential illnesses and contagions throughout the state and their potential impact to the town.
- ☐ Monitor caches of health and medical supplies to include personal protective equipment, CHEMPACK, special medical needs and mortuary supplies.
- ☐ The Fire Department will create a list of all logistics trailers that may be available for use at the time of an emergency.
- ☐ The Fire Department will monitor healthcare facilities for capacity, surge, developing trends, critical systems, and reportable illness investigation.
- ☐ The Health Officer will coordinate with North Country Regional Public Health Network for recommended inoculations or immunizations.
- ☐ The Health Officer will assist with the preparation of emergency information on public health topics such as communicable diseases and immunizations.
- ☐ Work with the Department of Health and the NCRPHN to identify and prevent public health emergencies and outbreaks.

RESPONSE PHASE**CO-LEAD AGENCIES****Health Officer (Co-Lead)**

- ☐ Assess the health needs and the capabilities on-hand and report them to the EOC.
- ☐ Establish communications and serve as the liaison with key health and medical organizations (Androscoggin Valley Hospital, NCRPHN, NH-DHHS, the NH Medical Examiner, home health care agencies, psychiatric / mental health, and social service providers).
- ☐ In coordination with other state, federal, regional, and private organizations such as the NH Department Health & Human Services, North Country Regional Public Health Network and American Red Cross, perform and/or assist with the following functions:
 - Identify and control disease spreading vectors such as flies, mosquitoes, and rodents after a declared emergency by taking proper measures such as professional extermination, ground and aerial spraying and the elimination of sites which attract such vectors.
 - Identify and control the spread of disease between humans by social distancing, quarantine and isolation guidelines set forth by federal, state and/or town government.
 - Monitor communicable disease and make determinations about needed immunizations and medical countermeasures.
 - Provide assessment and recommendations concerning potential health effects and remedial actions associated with water-borne pollutants.
 - Coordinate medical countermeasure campaigns or isolations/quarantines as needed at the time of the emergency.
 - Conduct epidemic intelligence, evaluation, and detection of communicable diseases during a public health incident.
 - Ensure that health surveillance systems are operational.
 - Develop a Mental Health Crisis Counselling Team.
 - Coordinate inspection of food, water, drugs, and other consumables exposed to the hazard.
 - Monitor food handling and sanitation in emergency facilities.
 - Issue “boil orders” for drinking water as needed.
 - Assist with the evacuation of the functional needs population residing in private homes.
 - Contact the state to request a quarantine order should quarantine of all or part of the community be recommended by local health officials.
- ☐ Ensure that the health needs of the EOC staff are met.
- ☐ Activate the Mass Casualty Plan if needed.
- ☐ Coordinate with the EMD to designate a temporary morgue facility and monitor the facility based on state regulations.
- ☐ Determine the need for quarantine and order isolation/quarantine as needed by state law.
- ☐ Develop health-related information for dissemination through *ESF #15, Public Information*.
- ☐ Receive and act on any Health Alert Notices (HAN) from the Division of Public Health Services.
- ☐ Report to the EOC when requested or send a representative.

- ☐ Collect, maintain, and report the following *ESF #8* status information for inclusion into the EMD's Situation Report (SitRep):
 - An overall assessment of health issues concerning the community
 - Report on communications with NH DHHS, NCRPHN, AVH, public schools, nursing homes, etc.
 - Number of casualties, injuries, and fatalities
 - Health risks, current and potential
 - Identification of unmet needs.

Fire Department/EMS (Co-Lead)

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

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Provide direction and control at the EOC.
- ☐ Request staff to report to the EOC to provide support for the situation as required.
- ☐ Notify the Health Officer and other applicable response agencies.
- ☐ Notify North Country Regional Public Health Network and coordinate to open inoculation centers if required.

- ☐ Secure video conferencing for daily operations.
- ☐ Assist medical personal in the establishment of quarantine units.
- ☐ In coordination with other departments, contact the functional needs community, elder citizens and vulnerable populations who may need assistance.
- ☐ Assist with the coordination of outside assistance.
- ☐ Contact NH Homeland Security & Emergency Management as needed.
- ☐ Request medical assistance from members of the community as available.
- ☐ Request the activation of the Multi-Agency Coordinating Entity (MACE), Disaster Mortuary Response Team (DMORT), the Disaster Medical Assistance Team (DMAT), the Medical Reserve Corp (MRC), and other federal response services as needed through the state EOC.

Police Department

- ☐ Provide security and escorts, as required to protect the transport of the Strategic National Stockpile (SNS).
- ☐ Provide security at points of dispensing to guard against theft.
- ☐ Assist with evacuations as needed for impacted areas.
- ☐ Identify and secure access routes needed for emergency responders.
- ☐ Establish traffic rerouting and roadway blockade as needed.
- ☐ Establish and control a secured perimeter.
- ☐ Increase patrol, security, and visibility in and around any impacted areas as available.
- ☐ Request additional law enforcement if needed.
- ☐ For local HazMat or mass casualty incidents, assist the EMD and Fire Department as needed.
- ☐ Implement social distancing policies and employee monitoring.
- ☐ Implement exposure guidelines from the Center for Disease Control (CDC), the Department of Health & Human Services (DHHS), Homeland Security and other agencies.

Public Works Department (PWD)

- ☐ Assist the Fire Department by making sure the roads are clear for them to perform their duties.
- ☐ Assist the Police Department in traffic control by providing equipment, barricades, and other traffic control devices.
- ☐ Assist with the acquisition and set up of refrigeration equipment required for temporary holding facilities for human remains.
- ☐ Clean and sanitize public facilities.
- ☐ Maintain a supply of Personal Protective Equipment (PPE) and sanitizing supplies.
- ☐ Support and monitor the disposal of disaster debris, landfill materials and similar items to preserve public health.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

School District Liaison

- ☐ Provide support by providing school nurses as available.
- ☐ Disperse medical supplies as needed and available.
- ☐ Provide accommodations for the use of facilities for medical purposes.

North Country Regional Public Health Network (NCRPHN)

- ☐ Serve as the liaison for health and medical issues with the Health Officer.
- ☐ Team up regular trained volunteers with spontaneous volunteers to eliminate extra training.
- ☐ Support American Red Cross and EMS on health and medical issues, as requested.
- ☐ Coordinate the operation of any regional health incident.
- ☐ Establish points of dispensing (PODs) for vaccines and medication.
- ☐ Maintain the regional public health annex.
- ☐ Assist with morgue facilities.
- ☐ Report the presence of communicable diseases to the NH DHHS.
- ☐ Establish an Alternative Care Site (ACS) if the hospital(s) becomes overwhelmed.
- ☐ Activate the Medical Reserve Corp (MRC).
- ☐ Activate the Multi-Agency Coordinating Entity (MACE).

Androscoggin Valley Hospital (AVH)

- ☐ Provide expert medical care and advice as the primary hospital for Gorham.
- ☐ Coordinate with the Town of Gorham on Mass Casualty Incidents.
- ☐ Provide advice and participate with North Country Regional Public Health Network.
- ☐ Coordinate with other hospitals as necessary to receive patients.
- ☐ Coordinate on-site triage if necessary.
- ☐ Designee to report to the EOC if requested by the EMD.
- ☐ Provide support for the Alternative Care Site (ACS) and Health Officer, as necessary.

American Red Cross (ARC)

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

RECOVERY PHASE

Recovery will begin when:

- ☐ The immediate health needs of the town have been met.
- ☐ There is no longer a threat of the spread of disease or other health crisis.
- ☐ Coordinate the continued provision of behavioral health services to affected individuals, families, communities, and responders.
- ☐ Response elements of *ESF #8* may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period.
- ☐ Proper medical treatments for casualties caused by a disaster situation have been provided.
- ☐ Procedures for the handling of fatalities have been completed.
- ☐ Full demobilization would occur when all health needs have been met and at the termination of the operational elements at the local EOC.

EQUIPMENT INVENTORY LIST – ESF #8, HEALTH & MEDICAL

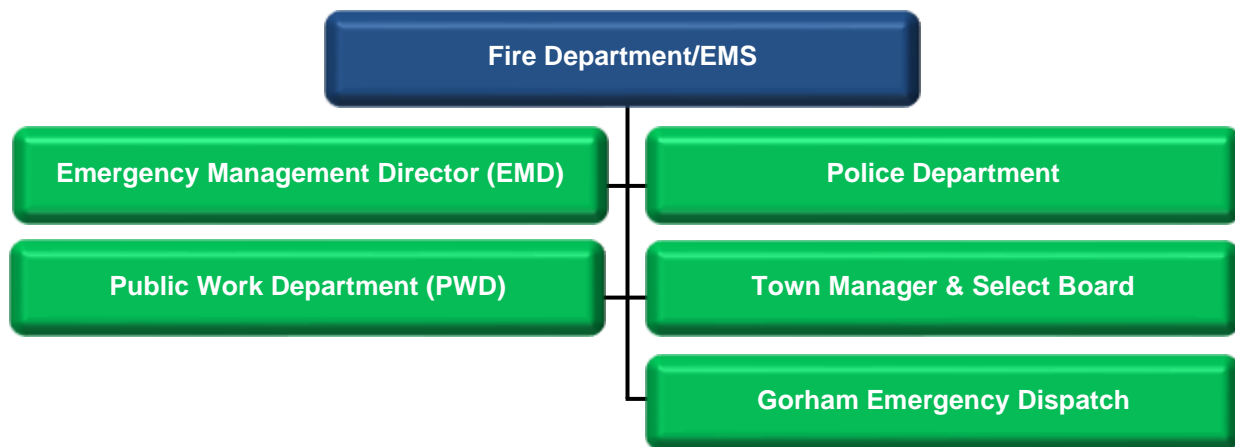
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Ambulance #2	G4500 Chevrolet/AEV		Fire Station	Diesel	
Ambulance #3	E450 Ford/AEV		Fire Station	Gas	

ESF #9: SEARCH & RESCUE

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

The topography, the climate of Gorham (which ranges from hot and humid summer conditions to winter blizzard conditions), the abundance of hiking trails, boating, bicycling, ATV trails and snowmobile trails,

a town-wide hazardous event and the influx of seasonal tourists who are unfamiliar with the area can all create situations in which persons may become lost, disoriented and/or injured. The town is also host to the Androscoggin River, the Peabody River, the Moose River, the southern entrance to the Ride the Wilds ATV trail system, and Moose Brook State Park which could add to a search and rescue situation significantly. NH Fish & Game is state mandated as the lead on any search and rescue in New Hampshire.

PLANNING ASSUMPTIONS

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

Further assumptions include the following:

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

CONCEPT OF OPERATIONS

GENERAL

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

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

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

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will notify the EMD who will activate ESF Support Agencies as needed. Components of *ESF #9* may include, but not be limited to staging areas, health & medical, public information, volunteer & donations, and law enforcement.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

☐ Maintain a list of SAR resources including but not limited to:

- Androscoggin Valley Search & Rescue (Gorham)
- Randolph Mountain Club (Randolph)
- Appalachian Mountain Club (Pinkham Notch)
- The Snow Rangers (WMNF)
- Mountain Rescue Service (Conway)
- Swift Water Rescue Team (Conway)
- Pemigewasset Search & Rescue (Franconia)
- New England Canine (activated by Fish & Game)
- Boats (Marine Patrol)
- Heavy Equipment Operators
- Off Road Vehicles
- Engineering Resources
- Aircraft
- Mass Care Resources

RESPONSE PHASE

LEAD AGENCY

Fire Department/EMS

- ☐ Advise NH Fish & Game of any wilderness or water search and rescue event.
- ☐ Notify Marine Patrol and/or NH Fish & Game for the recovery and investigation of water fatalities and for swift water search and rescue.
- ☐ Notify the USFS of any search and rescue within the National Forest.
- ☐ Coordinate and initiate all wildland and water search and rescue operations until responsibility is assumed by NH Fish & Game, who will determine the need to call upon other communities and the state to assist in search and rescue activities.
- ☐ Begin call up of all Fire Department personnel.
- ☐ Implement SOGs and mutual aid agreements, as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) near the search and rescue site.
- ☐ Report to the EOC when requested by the EMD and delegate the on-scene command of the department to the next qualified member.
- ☐ Assist with evacuations as needed for impacted areas.
- ☐ Search for and rescue trapped occupants if structural fire occurs.
- ☐ Determine and mobilize resources, personnel and equipment that will be needed for SAR.
- ☐ Coordinate the provision of resources to local and state search and rescue operations.
- ☐ Coordinate with the Police Department to provide manpower, equipment and technical assistance for large-scale search and rescue efforts.
- ☐ Activate the Mass Casualty Plan if needed.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*, to ensure the proper health and safety of emergency responders and victims.

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

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Support *ESF #9* by aiding as needed.
- ☐ Provide direction and control at the Emergency Operations Centers.
- ☐ In coordination with other departments, contact the functional needs community, elder citizens and vulnerable populations who may need assistance.
- ☐ In coordination with other departments, assess structural stability of buildings, bridges, and dams.
- ☐ Coordinate with the NH HSEM if the situation warrants.
- ☐ Coordinate with American Red Cross for mass care support for responders, victims, and volunteers, per *ESF #6, Mass Care, Housing & Human Services*.

Police Department

- ☐ Coordinate with the Fire Department to provide manpower, equipment and technical assistance for large-scale search and rescue efforts.
- ☐ Assist with evacuations as needed for impacted areas.
- ☐ Establish a perimeter and provide access control to SAR sites.
- ☐ Determine and mobilize resources, personnel and equipment that may be needed.
- ☐ Establish traffic rerouting and roadway blockade as needed.
- ☐ Increase patrol, security, and visibility in and around any impacted areas as available.
- ☐ Provide investigative services in missing person's cases and/or criminal offenses.

Public Works Department (PWD)

- ☐ Inform the Emergency Management Director of road and highway conditions.
- ☐ Support *ESF #9* by providing personnel, engineering, equipment, and other resources to assist in search and rescue.
- ☐ Assist the Police Department in traffic control by providing equipment, barricades, and other traffic control devices.
- ☐ Clear and maintain roadway passage for regular vehicular and emergency vehicle access.
- ☐ Clear debris and downed trees from incident site.
- ☐ Conduct post incident clean-up for return to public use.
- ☐ Inspect and assess structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

RECOVERY PHASE

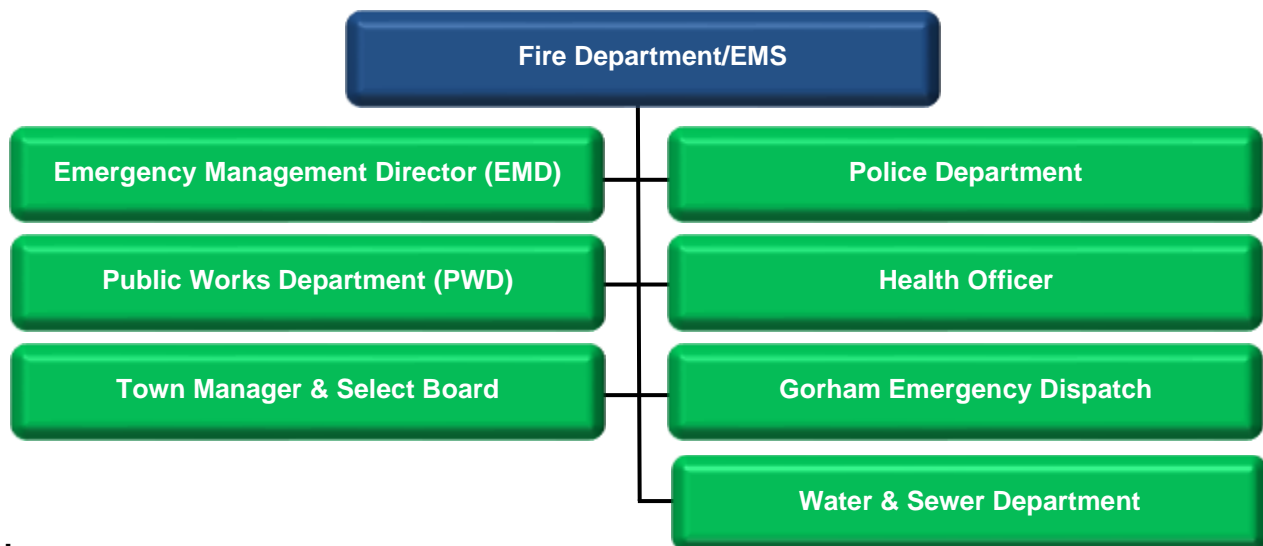
- ☐ Initiate recovery efforts when it is determined that the search and rescue operation is complete, or the emergency conditions have stabilized or are improving.
- ☐ Ensure that all health and safety issues are resolved and that all individuals are rescued (or located) and provided with proper medical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

ESF #10: HAZARDOUS MATERIALS

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

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

SCOPE

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

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

- Hazardous materials are found throughout Gorham. These materials pose a threat at fixed facilities, in transportation and in storage. When accidental or intentional releases of hazardous materials occur, local emergency response must be prepared to respond to protect the public, emergency responders, the environment and property.
- Some businesses and institutions in the community (i.e., Air Gas, Tractor Supply, Walmart, Irving) use and store hazardous materials in day-to-day operations.
- Minor spills resulting from motor vehicle accidents and other sources are handled routinely by the Fire Department.
- Federal law requires the use of the Incident Command System at all HazMat incidents.
- The NH National Guard can be requested to assist with decontamination using their mobile decon capabilities.
- Although members of the Fire Department have received training in HazMat response, the Fire Department can only guarantee a defensive response to a HazMat incident and decontamination for response personnel.

PLANNING ASSUMPTIONS

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

- Local, state, federal and private organizations will respond with equipment, resources, and technical assistance upon request from the town.
- Facilities involved in the use, storage and transportation of hazardous materials will cooperate with the town in preparing for the response to HazMat releases.
- Once local jurisdictions have exhausted all their resources, state and federal resources may be made available.
- Several HazMat incidents may occur simultaneously following a major disaster such as an earthquake.

CONCEPT OF OPERATIONS

GENERAL

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will notify the EMD who will activate ESF Support Agencies as needed. Components of the organization for *ESF #10* may include, but not be limited to staging areas, law enforcement and sheltering.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY****Fire Department/EMS**

- ☐ Activate hazardous materials response, if necessary
- ☐ Respond to and supervise emergency operations in hazardous materials accidents or incidents.
- ☐ Begin call up of all Fire Department personnel.
- ☐ Assist the Police Department with traffic issues as needed
- ☐ Implement SOGs and mutual aid agreements, as necessary.
- ☐ Activate an Incident Command Post in accordance with the Incident Command System (ICS) near the HazMat site.
- ☐ Stage the necessary resources as needed for the scope of the event, depending on the location and conditions on the ground.
- ☐ In coordination with the EMD, establish evacuation, sheltering, selective sheltering and shelter in place depending on the situation through *ESF #6, Mass Care, Housing & Human Services*.
- ☐ Control the event by isolating the incident and denying entrance until a time at which specialized teams arrive to assume a Unified Command.
- ☐ Establish zones for controlling contamination (hot, warm, and cold zones).
- ☐ Notify state and regional resources if the situation warrants (i.e., NH Department of Safety, NH Department of Environmental Services, any company manufacturers, US EPA).
- ☐ Contact Carroll County HazMat team and others if additional resources are needed.
- ☐ Report to the EOC when requested by the EMD and delegate the on-scene command of the department to the next qualified member.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Provide rehab for the emergency responders.
- ☐ Provide medical transportation and request additional medical transportation if needed.
- ☐ Activate the Mass Casualty Plan if needed
- ☐ Assist with evacuations as needed for impacted areas
- ☐ Determine affected area and protective actions and restrict access to affected areas.
- ☐ Evaluate hazardous materials storage for impact from flooding
- ☐ In coordination with other departments, ensure the structural integrity of buildings and/or structures involved in a hazardous materials incident.
- ☐ Establish communications with field command and control elements and other activated Lead and Support agencies.
- ☐ Ensure that response personnel wear appropriate clothing and personal protective equipment.
- ☐ Coordinate with *ESF #1, Transportation* and *ESF #3, Public Works & Engineering*, during HazMat scenarios that involve transportation incidents to obtain resources and information about the transportation system and highway and weather conditions.
- ☐ Coordinate with *ESF #7, Resource Support*, in the identification and acquisition of additional HazMat equipment and supplies to support local, regional, and state response operations.
- ☐ Coordinate with *ESF #8, Health & Medical*, to ensure the health and safety of the public and response personnel.
- ☐ Establish the need for decontamination and/or medical treatment through *ESF #8, Health & Medical*.

- ☐ Assess damage to equipment and facilities if necessary.
- ☐ Compile records of events and related costs.
- ☐ Determine liability and recovery costs from responsible private parties or the state and federal governments.
- ☐ Collect, maintain, and report the following *ESF #10* status information for inclusion into the EMD's Situation Report (SitRep):
 - Status of local and regional HazMat response activities (i.e., containment, cleanup, and disposal)
 - Status of evacuation or shelter-in-place orders and personal protective actions
 - Staffing and resource capabilities, shortfalls, and unmet needs
 - Allocation of HazMat resources
 - Status of operation facilities (i.e., staging areas, fixed/mobile command posts).

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Support *ESF #10* by aiding as needed.
- ☐ Provide direction and control at the Emergency Operations Center.
- ☐ In coordination with other departments, contact the functional needs community, elder citizens and vulnerable populations who may need assistance
- ☐ In coordination with other departments, assess structural stability of buildings, bridges, and dams.
- ☐ Coordinate with NH HSEM for additional resources as needed.

Police Department

- ☐ Establish a perimeter and coordinate the provision of site security and access control during hazardous material operations.
- ☐ Control traffic around the incident site(s).
- ☐ Establish traffic rerouting and roadway blockade as needed
- ☐ Increase patrol, security, and visibility in and around any impacted areas as available
- ☐ Assist with the evacuation of affected areas if needed.

Public Works Department (PWD)

- ☐ Inform the Emergency Management Director of road and highway conditions
- ☐ Provide heavy equipment and materials for spill containment.
- ☐ Provide or obtain engineering resources to support the situation.
- ☐ Provide personnel as needed and available.
- ☐ Assist the Police Department in traffic control by providing equipment, barricades, and other traffic control devices
- ☐ Clear and maintain roadway passage for regular vehicular and emergency vehicle access
- ☐ Coordinate efforts to remove debris and downed trees from the incident site if applicable
- ☐ Inspect and assess structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies
- ☐ Conduct post incident clean-up for return to public use

Water & Sewer Department

- ☐ Assess the damage to the town's water supply and protect storm drains
- ☐ Isolate storm drains in the release area to prevent water contamination.
- ☐ Take necessary precautions to prevent contamination of the public water supply.
- ☐ Ensure sanitation measures and the safety of the public's food and water.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Health Officer

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

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with ESF #2, Communications & Alerting.

RECOVERY PHASE

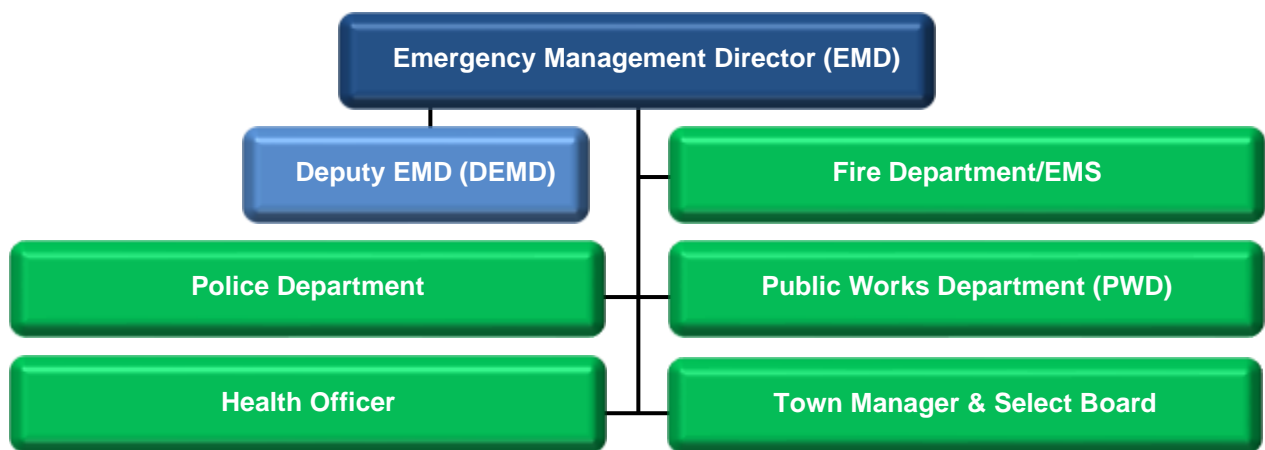
- ☐ Recovery will begin when all HazMat releases are isolated, cleanup has begun, and it is considered safe for citizens to re-enter peripheral areas.
- ☐ Recovery would occur when all hazardous materials have been cleaned to the extent that they no longer pose a threat to human, animal, or environmental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

ESF #11: AGRICULTURE, NATURAL & CULTURAL RESOURCES

GENERAL DESCRIPTION:

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

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

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

The Town of Gorham does not have an Animal Control Officer (ACO); if needed the town will call in professional services. The nearest humane society (Conway Area Humane Society) and local veterinarians (North Country Animal Hospital) may be available to assist during an emergency; see *Chapter 6, Resource Inventory*.

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

- **Cultural (check list of register)**
 - *Town Hall & Medallion Opera House
 - Gorham Public Library
 - Gorham Historic Society/RR Station
 - *Congregational Church
 - Gorham Swinging Bridge/Peabody River
- **Natural**
 - Androscoggin River
 - Peabody River
 - Moose Brook State Park
 - Paul T. Doherty Town Forest
 - Hiking, Biking, Snowmobile, ATV trail systems
 - Outdoor Recreation

*State Historical Register

PLANNING ASSUMPTIONS

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

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

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

CONCEPT OF OPERATIONS

GENERAL

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

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

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate this ESF and notify Support Agencies as needed. Components of the organization for *ESF #11* may include, but not be limited to a Joint Operations Center (JOC), a unified command, evacuation, staging, reception and sheltering, specialized and mutual aid teams such as the NH Disaster Animal Response Team (DART) and private contractors.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Develop and maintain a database of locations and contact information for animal and agricultural premises, cultural and natural resources, including supporting industries, veterinary medical and non-medical volunteers and agencies that will provide care and rescue assistance.
- ☐ Pre-identify arrangements for evacuation, including routes and host sites for the domestic large-animal population.
- ☐ Encourage residents with animals to establish their own personal animal disaster plan, in advance.
- ☐ Work with DNCR, arborists and foresters to learn how to identify invasive forest species and how to assess tree damage following an ice storm or wind event, etc.

MITIGATION PHASE

- ☐ Review and implement the recommended actions outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY****Emergency Management Director (EMD)**

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed and activate *ESF #11*.
- ☐ Provide a needs assessment outlining the urgency of the situation and the staff and equipment needs.
- ☐ Contact state emergency management, federal and/or private organizations if the situation warrants.
- ☐ Coordinate resources and provide support to state and federal agencies, as required.
- ☐ Define incident level and activate appropriate team members.
- ☐ Determine response needs and available resources.
- ☐ Coordinate with *ESF #15, Public Information*, for the release of public information regarding animal health issues.
- ☐ Coordinate with *ESF #2, Communications & Alerting* to establish and maintain communications with responders in the field, as necessary.
- ☐ Coordinate with *ESF #3, Public Works & Engineering* to assist in the disposal of animal carcasses, site remediation and to identify means of transportation for large and small animals.
- ☐ Coordinate shelter operations for large animals including livestock.
- ☐ Maintain records of costs incurred during emergency response and determine if costs are eligible for reimbursement by the federal government, state government or other responsible parties.
- ☐ Coordinate the assignments of veterinary personnel to assist in delivering on-going animal control and health care to sick/injured or abandoned animals and performing veterinary preventative medicine activities.
- ☐ Collect, maintain, and report the following *ESF #11* status information for inclusion into the EMD's Situation Report (SitRep):
 - Status of quarantine areas, containment, and disposal efforts
 - Statistical Information such as:
 - Number of Animals Culled/Destroyed (domestic)
 - Number of Infected Farms/Operations
 - Number of animals sheltered, treated, rescued, and identified
 - Collateral Impacts (e.g., crops).
 - Allocated resources and unmet needs.

SUPPORT AGENCIES**Deputy EMD**

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

Police Department

- ☐ Provide protective perimeter in areas that are known to require quarantine.
- ☐ Provide security to protect quarantined areas.
- ☐ Coordinate with other agencies when necessary for any investigations arising out of any criminal or terrorists' activities.

Public Work Department (PWD)

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

Fire Department/EMS

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

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Health Officer

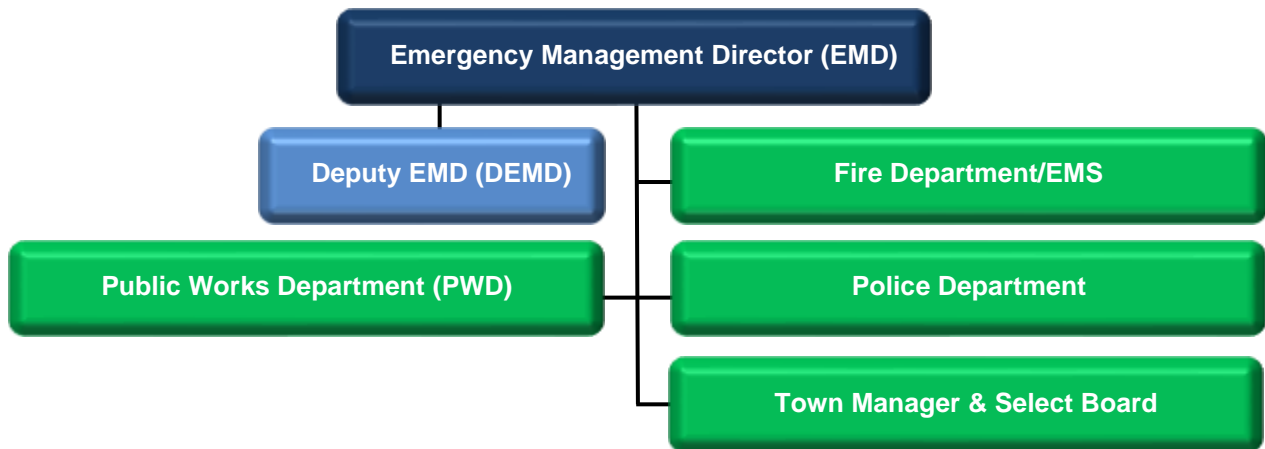
- ☐ In conjunction with state and local authorities, coordinate with *ESF #8, Health & Medical* regarding issues such as public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.
- ☐ Coordinate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

RECOVERY PHASE

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

ESF #12: ENERGY**GENERAL DESCRIPTION AND AGENCIES**

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION**INTRODUCTION****PURPOSE**

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS**SITUATION**

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

There is one utility supplying electrical power to Gorham: Eversource. The Town of Gorham imports all its energy resources other than wood.

PLANNING ASSUMPTIONS

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

Other planning assumptions:

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

CONCEPT OF OPERATIONS

GENERAL

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

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

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of *ESF #12* may include, but not be limited to evacuation (if there is an extended period of power loss), staging, sheltering and fire prevention.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Pre-identify critical public facilities requiring uninterrupted power or priority restoration during emergencies or disasters. Critical facilities in Gorham include, but may not be limited to:
 - Town Office Complex (Primary EOC) & Police Station
 - Fire Station (Secondary EOC)
 - Gorham Middle/High School (Primary Shelter)
 - Edward Fenn Elementary School (Secondary Shelter)
 - The Public Works Department Garage Complex (fuel supply for emergency responders)
 - The Wastewater Plant (Main Street) & the Water Treatment Plant (Jimtown Road)
 - Vulnerable populations who need power for health needs
 - Private contractors who may be able to provide emergency fuel
 - Fueling facilities such as NH DOT and local gas stations that are commonly used by emergency response personnel.
- ☐ Develop protocols with utility providers to ensure information is shared during an emergency; identify a single point of contact at Eversource.
- ☐ Maintain and keep an up to date a list of energy resources.
- ☐ Department heads will coordinate with the Town Manager and the Select Board to develop a maintenance program for generators at key critical facilities.
- ☐ Eversource will work to ensure that rights of ways are maintained to minimize power disruptions.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY*****Emergency Management Director (EMD)***

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Provide a coordinated response in the restoration of energy services in an emergency/disaster area to save lives and protect health, safety, and property and to carry out other emergency response functions.
- ☐ Coordinate with *ESF #1, Transportation*, for the transport of critical energy supplies.
- ☐ Coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to impacted areas (i.e., building temporary roads into an affected area).
- ☐ Coordinate regularly with utilities to determine utility status, customers and areas affected and to determine that response, repair, and restoration actions are being undertaken.
- ☐ Assess fuel and electrical power damage, energy supply and demand and assist in identifying requirements and priorities for restoration.
- ☐ Make recommendations regarding rationing or limiting the use of energy resources.
- ☐ Provide public information on power outages and protective actions through *ESF #15, Public Information* to include measures such as:
 - Education and conservation guidance to the public
 - Proper operation and connection of standby generators
 - Shelter and mass care information
 - Dangers of downed power wires and closed roads
 - Proper disposal of perishable goods
 - Estimated length of the outage or shortage
 - Rationing and conservation of fuel supplies.
- ☐ Collect, maintain, and report the following *ESF #12* status information for inclusion into the EMD's Situation Report (SitRep):
 - Status of energy systems
 - Status of Critical Facilities
 - Number of residents without energy
 - Staffing and resource capabilities, shortfalls, and unmet needs.

SUPPORT AGENCIES***Deputy EMD (DEMD)***

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

Fire Department/EMS

- ☐ With the PWD and the Police Department, conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads.
- ☐ Report utility power outages to the EMD.
- ☐ Perform fire suppression for and around downed power lines.
- ☐ Assist the Police Department with traffic issues as needed.
- ☐ Assist the public with the proper use of generators as available.
- ☐ Provide medical transportation to medical facilities for individuals who require power for home health care.
- ☐ Provide medical treatment per *ESF #8, Health & Medical*.
- ☐ Provide for the safety of energy personnel, equipment, and critical facilities, as necessary.
- ☐ Aid in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

Police Department

- ☐ With the PWD and Fire Department, conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads.
- ☐ Report utility power outages to the EMD.
- ☐ Provide for traffic control near downed power lines.
- ☐ Provide security and enforce rationing at public fuel distribution locations, if needed.

Public Works Department (PWD)

- ☐ With the Fire Department and the Police Department, conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads.
- ☐ Report utility power outages to the EMD.
- ☐ Assist with traffic control near downed power lines, as available.
- ☐ Identify locations that can be used for debris storage and/or disposal.
- ☐ Monitor utility services and coordinate activities and efforts to restore power if applicable.
- ☐ Track the use of all personnel and equipment used for possible future reimbursement.
- ☐ Aid with transportation, debris removal and other needs to assist utilities.
- ☐ Clear roadways of debris, snow, and other obstacles for power restoration.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

RECOVERY PHASE

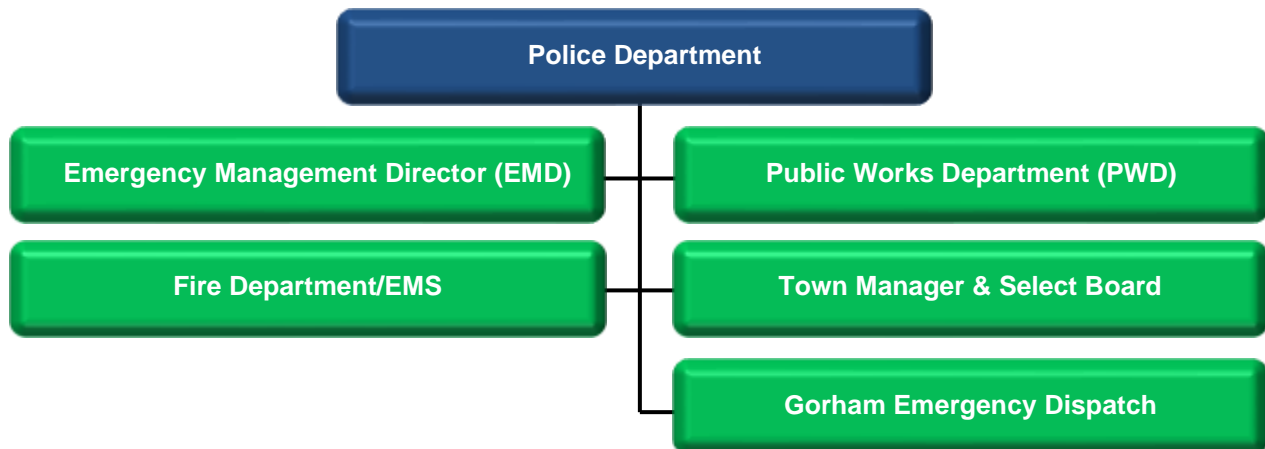
- ☐ Demobilization of this ESF will occur when:
 - All energy related issues are resolved, and power is restored to major areas of the town.
 - All transportation routes are deemed safe for travel.
 - The energy shortage has subsided.
 - Any persons sheltered because of long-term power failure have returned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

ESF #13: PUBLIC SAFETY & LAW ENFORCEMENT

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Gorham Police Department is a full-time department providing law enforcement services to the residents and visitors of Gorham 24 hours a day, 365 days a year. The department staffs a full-time Chief, six full-time officers and three part-time officers. The Gorham Police Department has mutual aid agreements with surrounding towns, the NH State Police and the Coos County Sheriff's Office.

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

PLANNING ASSUMPTIONS

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

It is further assumed that:

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

CONCEPT OF OPERATIONS

GENERAL

Law enforcement and security will be initiated at the lowest operational level by the Gorham Police Department. The NH State Police, Coos County Sheriff's Office and area police departments may be called upon to augment the Police Department.

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

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

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

- NH State Police
 - Canine Unit
 - SWAT Team
 - Major Crimes Unit
 - Explosive Ordnance Disposal (EOD)
- USDA Forest Service
- Federal Bureau of Investigation (FBI)
- Berlin PD
 - Canine Unit
 - Berlin-Gorham Emergency Response Team
- Coos County Sheriff's Office
- NH Fish & Game
- NH Forest & Lands (DNCR)
- NH Marine Patrol (Department of Safety)
- NH National Guard
- Border Patrol
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- US Marshal Service

The Police Department operates under the following authorities: Stafford Act (42 U.S.C. 5121); RSA 105:13; RSA 48:11-a (extended police authority for in-state mutual aid); RSA 105:13A (extended out of state police authority). For more information, see Chapter 7 of this plan.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of *ESF #13* may include, but not be limited to criminal investigation, unified command, and traffic control.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ Develop procedures for aiding and requesting assistance from other law enforcement agencies during emergencies.
- ☐ Maintain mutual aid agreements.
- ☐ Ensure proper training for all law enforcement personnel.
- ☐ Develop traffic control plans for special and regional events.
- ☐ Work with the school district to develop and maintain a school emergency operations plan.
- ☐ Develop and maintain Standard Operating Procedures (SOPs) for emergency conditions.
- ☐ Obtain funding and pursue grants to provide the proper equipment for emergency response.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY*****Police Department***

- ☐ Enforce all laws, orders, ordinances, and regulations.
- ☐ Conduct criminal investigations.
- ☐ Evaluate other potential targets.
- ☐ Evaluate parking ban requirements.
- ☐ Patrol and search for abandoned vehicles that may have been impacted by inclement weather.
- ☐ Manage and coordinate law enforcement requirements in support of the incident/emergency.
- ☐ Notify the EMD of the state of readiness.
- ☐ Begin call-up off-duty police personnel and disburse personnel and equipment to strategic locations to augment law enforcement capabilities.
- ☐ Unless otherwise instructed, request that responding police personnel report to the scene of the emergency or police station and await assignment.
- ☐ The on-duty officer will continue to perform duties that he/she feels necessary until instruction is received from a ranking officer.
- ☐ Increase patrol, security, and visibility in and around any impacted areas as available.
- ☐ Activate the necessary procedures and plans to respond to an active shooter situation in coordination with the SAU's Emergency Operations Plan and other responders.
- ☐ Report to the EOC when requested by the EMD and coordinate law enforcement resource requests through the EOC.
- ☐ Develop a traffic control plan as necessary for each incident and establish manned-traffic control points with the Fire Department and the PWD.
- ☐ Coordinate the use of other police agency and non-police agency personnel in traffic control operations during emergencies.
- ☐ Aid federal and state agencies for long term investigations.

- ☐ Establish necessary communications with field personnel, assessing the overall law enforcement needs and response capabilities and notify the Support Agencies and the EMD.
- ☐ In coordination with *ESF #3, Public Works & Engineering*, determine whether specific roadblocks should be manned or barricaded.
- ☐ Request additional assistance and coordinate provision of manpower, equipment, and/or technical expertise in cooperation with the Coos County Sheriff's Office, the NH State Police and mutual aid departments to assure the continuity of law enforcement.
- ☐ Coordinate resources and provide support to state and federal agencies in response to terrorist incidents/attacks and investigations as needed.
- ☐ Provide security measures and crowd control in the affected areas as personnel become available, including but not limited to:
 - The immediate area of the incident
 - Pre-identified sensitive/target sites
 - Critical infrastructure and key resources
 - At temporary mortuary facilities
 - To prevent the contamination of the public water supply
 - The Emergency Operations Center (EOC)
 - Damaged and/or evacuated areas
 - Shelter locations.
- ☐ Assist in public warning and alerting procedures through *ESF #2, Communications & Alerting* or if necessary, by other means, such as loudspeakers or door-to-door canvassing.
- ☐ Investigate violations of state, federal and local laws and refer information to appropriate agencies for prosecution if necessary.
- ☐ Work with state, federal and other local agencies to prevent and investigate terrorism.
- ☐ Ensure that an Incident Action Plan is developed as appropriate and that it is coordinated with *ESF #5, Emergency Management*, for inclusion into the EMD's Situation Report (SitRep).

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC as needed.
- ☐ Contact state emergency management if the situation warrants.

Fire Department/EMS

- ☐ Provide operational support and resources in support of *ESF #13*.
- ☐ Assist the Police Department with traffic issues as needed.
- ☐ Assist the Police Department with command and control of the incident until other state and/or federal assistance arrives.
- ☐ Provide health and medical services per *ESF #8, Health & Medical*.
- ☐ Provide medical transportation and request additional medical transportation if needed.

Public Works Department (PWD)

- ☐ Provide operational support and resources in support of *ESF #13*.
- ☐ Maintain an inventory of barricades, road signs, and other traffic control devices in coordination with the Police Department and the Fire Department to be used at the time of an emergency.
- ☐ Assist the Police Department in traffic control.
- ☐ Provide the necessary equipment and manpower to keep roadways free of debris and/or dangerous materials.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with *ESF #2, Communications & Alerting*.

RECOVERY PHASE

- ☐ In the post-disaster recovery period, the Police Department will perform the following functions:
 - Provide security for disaster-affected areas to prevent vandalism and looting.
 - Perform traffic control for return of evacuees.
 - Provide access control for affected areas.
 - Report preparation and documentation of costs.
- ☐ Demobilization of this ESF would occur when:
 - Law enforcement and security needs are fully met by the affected primary jurisdiction.
 - When activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction.

EQUIPMENT INVENTORY LIST – ESF #13, PUBLIC SAFETY & LAW ENFORCEMENT

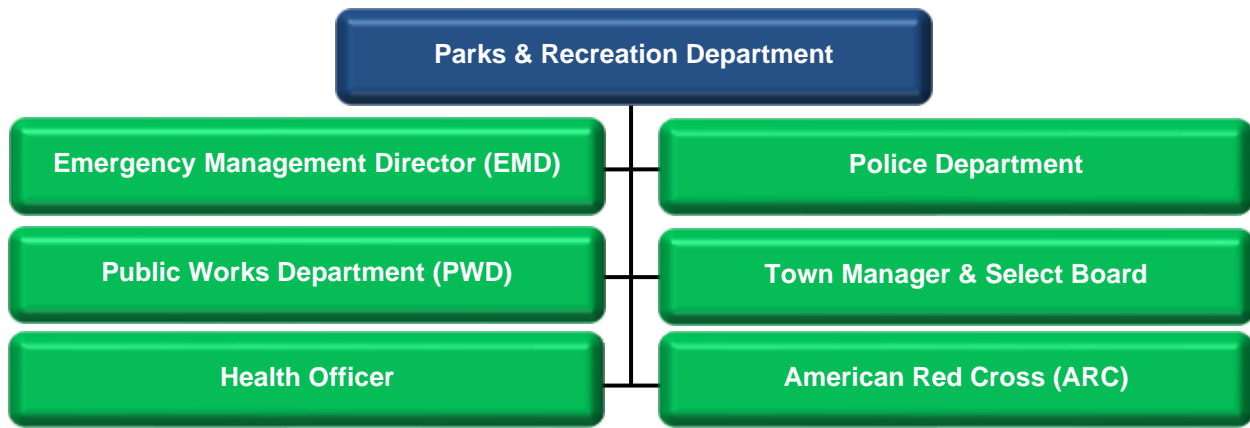
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Police Cruiser	Police Interceptor Utility	5 passengers	Police Station	Gas	
Police Cruiser	Police Interceptor Utility	5 passengers	Police Station	Gas	
Police Cruiser	Police Interceptor Utility	5 passengers	Police Station	Gas	

ESF #14: VOLUNTEER & DONATIONS MANAGEMENT

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

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

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

PLANNING ASSUMPTIONS

This plan assumes that clothing, food, water, blankets, and other necessities could be diminished because of the emergency. Other assumptions include the following:

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

CONCEPT OF OPERATIONS

GENERAL

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

Volunteers working for the Town of Gorham may be covered under the town's liability policy presuming they have been acting within the scope of their assigned responsibilities. The volunteers may be entitled to accident and injury claim compensation. Reference should be made to the town's legal documentation regarding volunteers. The town has a "volunteer package" which has been reviewed by Primex, the town's insurance company.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD with the Lead Agency will call for the activation of this ESF and will then activate the ESF Support Agencies as needed. Components of the organization for *ESF #14* may include, but not be limited to staging, warehousing, volunteer management, phone banks and volunteer centers.

PHASED ACTIVITIES

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

PREVENTION PHASE

- ☐ The EMD, along with the Parks & Recreation Department will:
 - Recruit and train volunteers for emergency operations.
 - Identify and coordinate with volunteer agencies that may assist including American Red Cross, area Rotary and Lions Clubs, Public School Volunteer program, etc.

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

- ☐ The EMD, along with the Parks & Recreation Department will pre-identify possible sites for resource staging areas, distribution centers and a volunteer center. In Gorham, the Recreation Center is designated, others will be designated if needed.
- ☐ Prepare the necessary forms that will be needed to track and document the receipt of donations and the assistance of volunteers.
- ☐ The Select Board will determine, in conjunction with the town attorney if needed, the procedures for preparing for and handling liability issues involving volunteers that are assisting the town.

RESPONSE PHASE

LEAD AGENCY

Parks & Recreation Department

- ☐ Coordinate planning and oversee the operation of the volunteer and donations program.
- ☐ Determine volunteer needs, including spontaneous volunteers and how they will be used.
- ☐ Determine donation needs and available resources and establish receipt and distribution locations.
- ☐ Notify pre-identified volunteers to assist in emergency operations to areas that are within their training and abilities.
- ☐ Prepare the necessary signage to indicate routes to donations centers and/or staging areas.

- ☐ Report, or send a designee, to the EOC to report to the EMD.
- ☐ Brief volunteers on the following:
 - Program mission and disaster responsibility
 - Procedures for time keeping, daily sign-in/out
 - Work schedule and chain of command
 - Safety issues, evacuation procedures, handling of injuries
 - How to respond to media contacts (send to the PIO).
- ☐ Coordinate with local jurisdictions and volunteer agencies/organizations (i.e., Red Cross, Salvation Army, VOAD, RSVP, Etc.) for response efforts.
- ☐ Coordinate the provisioning and operation of a donated goods and volunteer services call center, with assistance from office staff.
- ☐ Coordinate with *ESF #1, Transportation* for the provision of additional transportation resources in support of this ESF.
- ☐ Coordinate with *ESF #7, Resource Support* to establish warehousing capabilities and to obtain other resources as needed.
- ☐ Coordinate with *ESF #13, Public Safety & Law Enforcement*, to provide for security and safety requirements.
- ☐ Coordinate with the EMD through *ESF #15, Public Information*, for the dissemination of information to the public regarding disaster needs.
- ☐ Coordinate with the other *ESF #7, Resource Support*, to help meet unmet needs of other response agencies through donated goods and services or the use of volunteers.
- ☐ Screen, credential, and pre-register volunteers according to Town's policies; establish and maintain forms for registration of volunteers; gather information to include:
 - Expertise & Qualifications
 - Interests
 - Availability.
- ☐ Provide and keep copies of receipts for all donations.
- ☐ Collect, maintain, and report the following *ESF #14* status information for inclusion into the EMD's Situation Report (SitRep):
 - Number of volunteers, registered, referred and/or deployed
 - Type, value and amount of goods and services donated
 - Staffing and resource shortfalls and unmet needs
 - Supply and contract costs
 - Major *ESF #14* issues/activities.

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Establish direction and control at the EOC.
- ☐ Establish communications with NH HSEM and other state or private agencies as needed to augment available resources.

- ☐ Work with the Parks & Recreation Department to identify location(s) for donated items and warehousing.
- ☐ Per *ESF #15, Public Information*, provide information on unmet needs, the location of donation and volunteer centers and information on the procedures for the donation of goods.

Police Department

- ☐ Provide security to any donations center or staging areas, as needed and available.
- ☐ Provide background or record checks on volunteers if time and staffing allow.

Public Works Department (PWD)

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

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.
- ☐ Establish a separate donations account for receiving monetary donations at a local banking facility.
- ☐ Establish specific wording for the "*Pay to the Order of:*" line for all checks and other securities so that appropriate information can be provided to potential donors.

Health Officer

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

American Red Cross (ARC)

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

RECOVERY PHASE

Demobilization of this ESF will occur when:

- ☐ The need for volunteers and donated goods has ended.
- ☐ Deactivate and release all volunteers.
- ☐ Excess donations have been disposed of.
- ☐ A detailed cost accounting of all donations and volunteer hours has been documented.
- ☐ The operational elements at the EOC have been terminated.
- ☐ Ensure all volunteers are properly recognized for their service to the town.
- ☐ Follow up with spontaneous volunteers and encourage them to participate in the future.

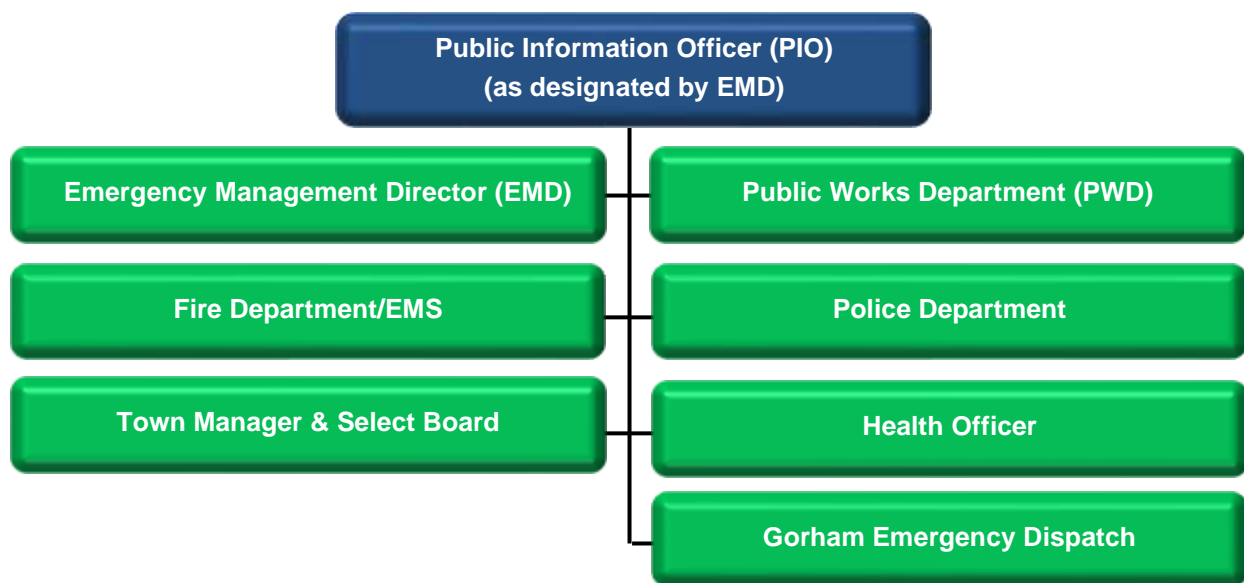
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ESF #15: PUBLIC INFORMATION

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS**SITUATION**

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

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

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

PLANNING ASSUMPTIONS

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

- Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public.
- Major disasters and terrorist events are automatically major news stories.
- An act of terrorism may cause widespread panic and ongoing communication of accurate and up-to-date information will help calm fears and limit collateral effects of the attack.
- An emergency or disaster may cause extensive damage to life and property.
- Communications and transportation access will likely be disrupted or destroyed.

CONCEPT OF OPERATIONS**GENERAL**

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

INFORMATION AND SUPPORT STRUCTURE

State Information Support Structure

- The State of NH Public Information Officer (PIO) at HSEM will manage and coordinate the state's emergency public information response through all phases of the disaster from the Incident Planning & Operations Center (IPOC) in Concord, NH or at a Joint Information Center (JIC) if one is established.
- State agencies with specific ESFs or other response roles will provide staff support for the state's emergency public information efforts.
- If a Joint Information Center (JIC) is established, state-level emergency public information will also 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.
- The Governor and HSEM will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS). The EAS may also be activated by the National Weather Service in Gray, ME.

Federal Information Support Structure

- The state will coordinate with federal agencies to provide federal-level information to the public following a natural, technological or human-caused emergency or disaster, as deemed necessary.
- If requested, the federal government will assist with locating and managing the operations of a Joint Information Center (JIC).

Local Information Support Structure

- | | |
|--|-----------------------------------|
| • CodeRED | • Television |
| • Reverse calling for the SAU (One Call Now) | ◦ WMUR-TV, Channel 9 (Manchester) |
| • Door-to-door Notifications | • Radio |
| • Citizen Information Center | ◦ WPKQ, 103.7 FM (Conway) |
| • Media Centers | ◦ NHPR, 107.1 FM (Berlin) |
| • Emergency Hotlines | • Newspapers |
| • Ham Radio Operators | ◦ Berlin Sun |
| • Town website, www.gorhamnh.org | ◦ Berlin Reporter |
| • Facebook: Fire & EMS, Police, Parks & Rec., Town, Medallion Opera House, Edward Fenn, Gorham Middle/High | ◦ Union Leader (Manchester) |
| • Local newsletters and community websites | |

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the EMD and a designated Public Information Office (PIO) will call for the activation of this ESF and notify the Support Agencies. Components of *ESF #15* may include, but not be limited to media centers, public information centers, information hotlines and phone banks, computer and internet centers and volunteer centers.

PHASED ACTIVITIES

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

PREVENTION PHASE

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

MITIGATION PHASE

- ☐ Review and implement the recommended actions that are outlined in the community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.
- ☐ After a disaster conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.

PREPAREDNESS PHASE

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

RESPONSE PHASE**LEAD AGENCY*****Public Information Officer ((PIO) as designated by EMD)***

- ☐ Serve as the sole and official voice of the town for the release of information to the public and the media as coordinated, reviewed, and approved by the EMD.
- ☐ The designated PIO, with assistance from the EMD will:
 - Prioritize information and communicate this information to the public and the media based on these priorities:
 - First priority will be given to the protection of life and property such as evacuation routes and sources of emergency assistance.
 - Later priorities will be based on the emergency to include general information, what steps are being taken to remedy the situation and the overall status of the response.
 - Coordinate with other departments to establish a location for media briefings and to establish traffic control and security.
 - Coordinate with other departments to establish accurate and timely information and make every effort to avoid the spread of rumors.
 - Coordinate with other departments to gather information from outside the jurisdiction to evaluate the impact of this information on the Town of Gorham; this is particularly important should events be more regional in nature.
 - Prepare for extensive media coverage depending on the extent of the emergency.
- ☐ Report to the EOC and work closely with the EMD to ensure the accuracy of information.
- ☐ Become familiar with the general organization of structure and the objectives for the incident being managed.
- ☐ Gather and analyze all public information and instructions for release.
- ☐ Respond to media and community requests for information as pertinent to the Town of Gorham and in coordination with the EMD.
- ☐ Arrange press conferences, interviews, media briefings and tours with approval from the EMD.
- ☐ Assign responsibilities to all personnel participating in public information activities.
- ☐ Prepare and review all public information announcements and press releases with the EMD before releasing information to the public and/or the media.
- ☐ Authenticate sources of information and verify accuracy before issuing news releases.
- ☐ Brief local media on local warning systems and coordinate procedures for transmitting emergency information to the media.
- ☐ Take action to prevent the spread of unsubstantiated information and conduct media monitoring to determine the need to clarify issues.
- ☐ Open a Public Information Center (PIC) in strategic locations for inquiries by citizens.
- ☐ In coordination with the EMD, provide Subject Matter Experts (SMEs) for media interviews and press conferences, as requested and appropriate.
- ☐ Establish and staff phone line(s) to provide accurate and timely information to the public.
- ☐ Coordinate with PIOs from other jurisdictions in the preparation and issuing of joint news releases.

- ☐ Work with local media to provide emergency warning, information, and instructions, upon approval by the EMD.
- ☐ Provide public information relating to recovery process and programs.
- ☐ Assess effectiveness of public information and education programs.
- ☐ Collect, maintain, and report the following *ESF #15* status information for inclusion into the EMD's Situation Report (SitRep):
 - Media releases issued
 - Schedule of press conferences and releases
 - *ESF #15* issues/activities/unmet needs

SUPPORT AGENCIES

Emergency Management Director (EMD)

- ☐ Notify the Town Manager, the Select Board and surrounding town EMDs of all EOC activations.
- ☐ Designate the Public Information Officer, either prior to an emergency event or during.
- ☐ In coordination with the Town Manager (who will advise the Select Board as needed), approve all communications that are to be disseminated to the public and the media.
- ☐ Coordinate with state, federal and private public information systems.
- ☐ Release public information bulletins.
- ☐ Authorize public restrictions as needed.
- ☐ Inform the Town Manager of all media and public releases.
- ☐ Establish a Joint Information Center (JIC) as needed.

Town Manager & Select Board

- ☐ Support management efforts and the financial needs of the emergency.
- ☐ Maintain the operation of town government during the emergency.
- ☐ Coordinate financial support for emergency response and recovery operations.
- ☐ Issue such orders and proclamations necessary to conserve essential on-hand resources.
- ☐ Authorize the release of excess resources to neighboring communities and/or the state.
- ☐ In coordination with the EMD, approve all communications that are to be disseminated to the public and the media.

Police Department

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support, as requested and appropriate.
- ☐ Provide traffic control and security as needed for media and public briefings.
- ☐ Assist with notification to residents.
- ☐ Recommend public restrictions to the EMD.

Fire Department/EMS

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support, as requested and appropriate.
- ☐ Assist the Police Department with traffic issues as needed.
- ☐ Assist with notification to residents.

Public Works Department (PWD)

- ☐ Assist with the staging for public and media announcements.
- ☐ Advise the PIO and the EMD of any contamination of the water supply for dissemination to the public
- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support, as requested and appropriate.

Health Officer

- ☐ Provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support, as requested and appropriate.
- ☐ Advise the PIO and the EMD of any contamination of the water supply for dissemination to the public
- ☐ Collaborate on the creation of press releases and information on communicable diseases and immunizations.

Gorham Emergency Dispatch

- ☐ Receive alerts & notifications from various services.
- ☐ Provide initial notification and ongoing communication to all responders.
- ☐ Dispatch emergency services for Police, Fire/EMS, Water & Sewer and Public Works Department.
- ☐ Coordinate the emergency communications system.
- ☐ Provide backup communications for the town (i.e., mobile communication capabilities).
- ☐ Assist in providing public alerting in accordance with ESF #2, Communications & Alerting.

RECOVERY PHASE

Recovery & demobilization of this ESF will occur when:

- ☐ The need for information relating to both response and recovery operations has ceased.
- ☐ The operational elements at the EOC have been terminated.

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CHAPTER 6 – RESOURCE INVENTORY

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ALPHABETICAL RESOURCE INVENTORY LIST 169

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CATEGORIZED RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone
Aircraft-Fixed Wing (see also "Helicopters")			
NH Civil Air Patrol		Concord	271-3225
Berlin Regional Airport		Milan	449-2168
Ambulances			
Gorham EMS		Gorham	466-5611
Berlin EMS		Berlin	752-1020
Milan EMS		Milan	752-3131
Lancaster EMS		Lancaster	788-3221
Bartlett Jackson Ambulance		Bartlett	383-3651
American Red Cross-NH			
American Red Cross – Disaster Program Manager (north)	Frank Grima	Concord	889-6664 or 812-1874 cell
American Red Cross – Disaster Program Officer	James Segerson	Concord	889-6664
Animal Care & Boarding (Vets, animal hospitals, kennels, pet friendly hotels, etc.)			
North Country Animal Hospital		Gorham	466-3800
Bethel Animal Hospital		Bethel, ME	207-824-2212
Whitefield Animal Hospital		Whitefield	837-9611
Littleton Animal Hospital (overnight only)		Littleton	444-5533
Steph's PawPals		Berlin	723-6192
Animal Feed & Equipment			
Tractor Supply		Gorham	752-5300
Wal-Mart		Gorham	752-4621
Auto Parts & Service			
O'Reilly Auto Parts		Gorham	466-9831
Sanel NAPA Auto Parts		Berlin	752-4405
A&A Auto		Gorham	466-5716
Berlin City Auto Group		Gorham	752-6644
Jay's Quick Lube		Gorham	466-2961
Paul's Auto Body		Berlin	752-1243
VIP Auto (7days)		Gorham	466-5922
Barricades			
Gorham Public Works	Austin Holmes	Gorham	466-5025
Grainger		Manchester	668-7161

Business/Agency	Contact	Location	Phone
New England Barricade		Newmarket	659-2182
United Rental		Hooksett	622-1152
Blankets			
Berlin Recreation Department		Berlin	752-2010
Androscoggin Valley Hospital		Berlin	752-2200
Blasting Contractors			
Capital Rock Drilling and Blasting		New Boston	487-2840
Maine Drilling & Blasting		Gardiner, ME	207-582-2338
Maine Drilling & Blasting		Auburn	647-0299
Boats			
NH Fish & Game		Concord	271-3421
NH Marine Patrol		Gilford	293-2037
United States Coast Guard		New Castle	436-4415
Berlin Fire Department		Berlin	752-3134
Shelburne Fire Department		Shelburne	466-3336
Body Bags (required by Medical Examiner)			
Androscoggin Valley Hospital		Berlin	752-2200
Bryant Funeral Home		Berlin	752-1344
Bomb Disposal Unit			
NH State Police - Field Operations Bureau		Concord	223-3858
VT State Police - Bomb Squad		Waterbury, VT	802-244-7345
Building Supplies			
Gorham Hardware		Gorham	466-2312
Caron Building Center		Berlin	752-1500
White Mtn. Lumber		Berlin	752-1000
Home Depot		North Conway	356-4130
Home Depot		Littleton	444-7520
Building Inspector(s)			
John Scarinza		Gorham	915-6499
Michelle Salek		Berlin	752-1630
Busses (mass transportation vehicles)			
Gorham SAU #20		Gorham	466-3632
Gary Riendeau (GRS School Transportation Director)		Gorham	723-6258
Gorham Recreation Department (call PD after hours)		Gorham	466-2101

Business/Agency	Contact	Location	Phone
Berlin School Department		Berlin	752-6500
Tri-County Transit		Berlin	752-1741
Churches & Clergy			
Holy Family Roman Catholic Church	Catholic	Gorham	752-2880
Good Shepard Parish (St. Anne's)	Catholic	Berlin	752-2880
Gorham Congregational Church		Gorham	466-2136
Riverside assembly of God		Gorham	466-2851
Kingdom Hall of Jehovah's Witness		Gorham	466-3803
Clothing			
Wal-Mart		Gorham	752-4621
St. Vincent De Paul (Thrift Store)		Berlin	752-1644
Concrete (block)			
Coleman Concrete		Gorham	466-2141
Caron Building Center		Berlin	752-1500
Concrete (poured)			
Coleman Concrete		Gorham	466-2141
Contractors (plumbers, electricians, carpenters)			
Brian Lang Construction	Contractor	Gorham	752-7847
Couture Construction	Contractor	Berlin	752-4622
Arthur Perry	Contractor	Gorham	723-4145
Androscoggin Electric	Electrician	Milan	723-3051
Peppy's Electric	Electrician	Gorham	466-3188
Vaillancourt Electric	Electrician	Berlin	752-5541
Ray's Electric	Electrician	Berlin	752-1370
Darryl Bennett Plumbing and Heating	Plumbing	Shelburne	466-2080
KR Heating and Repairs	Plumbing	Gorham	466-2984
County			
Coos County Sheriff's Office		Lancaster	788-5598
Coos County Attorney		Lancaster	788-5559
Coos County Department of Corrections		West Stewartstown	246-3315
Cranes & Riggings			
Taillon Crane Service Inc.		Gorham	466-5078
Dentist Office			
North Country Dental		Gorham	466-5015
Coos County Family Dental		Berlin	752-2424
Gorham Family Dentistry		Gorham	466-2323

Business/Agency	Contact	Location	Phone
Dispatch Centers-Emergency			
Gorham Emergency Dispatch		Gorham	466-3336
NH State Police Troop F		Twin Mountain	846-3333
NH State Police Headquarters		Concord	271-3636
Berlin Police Department		Berlin	752-3131
Coos County Sheriff's Office		Lancaster	788-5598
Divers			
NH Fish & Game		Concord	271-3421
Doctor's Offices			
Coos County Family Health		Gorham	466-2741
Coos County Family Health		Berlin	752-2040
Coos County Family Health		Berlin-AVH	752-2900
Dogs (search & rescue)			
NH State Police - Field Operations Bureau		Concord	223-3858
Berlin Police Department		Berlin	752-3131
Duplicating Equipment & Facility			
Seventh Street Graphics		Berlin	752-8167
Smith and Town Printers		Berlin	752-2150
EMS & Medical			
Dartmouth-Hitchcock Air Response Team (DHART)		Lebanon	650-4600
Boston Medflight		Bedford, MA	781-863-2213
Lifeflight of Maine		Bangor, ME	888-421-4228
Disaster Behavioral Health Response Team (DBHRT)		Concord	271-9454
Northwoods Center for Education		Whitefield	788-5685
Engineers			
HEB Engineers Inc.		North Conway	356-6936
Lee Carroll		Gorham	466-5065
US Army Corp of Engineers		Hanover	646-4100
Equipment Rental			
Milton Rents		Gorham	752-5588
Caron Rental Center		Berlin	752-1500
Exterminators			
Presidential Pest Control		Berlin	528-7650

Business/Agency	Contact	Location	Phone
Federal Agencies			
Local Forest Ranger	Luc Perreault	Lancaster	419-9153
National Weather Service		Gray, ME	207-688-3216
Integrated Public Alert & Warning System		Washington, DC	202-212-2040
WMNF Dispatch		Campton	536-6208
Fire Mutual Aid			
Berlin Fire Department		Berlin	752-3134
Shelburne Fire Department		Shelburne	466-3336
Randolph Fire Department		Randolph	466-3336
Milan Fire Department		Milan	752-3131
North Country Mutual Aid District		Lancaster	788-3527
State Fire Marshall's Office		Concord	223-4289
State Fire Marshall		Concord	931-9538
Food (restaurants & dining facilities)			
Mr. Pizza		Gorham	466-5573
Gorham House of Pizza		Gorham	466-3002
Subway		Gorham	466-5200
Road Hawg BBQ		Gorham	915-9242
Nonna's Kitchen		Gorham	915-9203
Jay's Corner		Gorham	466-5132
Food (food stores & potable drinks)			
Berlin Marketplace		Berlin	752-1050
Circle K Convenience Store		Gorham	466-2178
Walmart		Gorham	752-4621
Cumberland Farms		Gorham	466-2157
Vashaw's Variety		Gorham	466-5008
Coca-Cola Distributor		Gorham	800-339-8963
Poland Spring Water Co.		Poland, ME	207-998-4315
Fuel (gas, diesel, home heating, propane)			
Gorham DPW Garage	Diesel & gasoline	Gorham	466-5025
NH DOT Fuel Shed	Diesel & gasoline	Gorham	466-2272
Circle K Convenience store	Diesel & gasoline	Gorham	466-2178
Cumberland Farms	Gasoline	Gorham	466-2157
Vashaw's Variety	Gasoline	Gorham	466-5008
P&L Fuels	Diesel & gasoline	Gorham	
CN Brown	Heating oil & propane	Berlin	752-6232

Business/Agency	Contact	Location	Phone
Irving Oil	Heating oil & propane	Berlin	752-4327
Portland Natural Gas Transmission system	Natural gas	Portland, ME	800-830-9865
Portland Oil Pipeline	Heating oil	Portland, ME	866-253-7351
Funeral Homes			
Bryant Funeral Home		Berlin	752-1344
Bryant Funeral Home		Gorham	466-3944
Generators			
Milton Rents		Gorham	752-5588
Gorham Fire & EMS		Gorham	466-2549
Gorham Public Works	Austin Holmes	Gorham	466-5025
Gorham Water and Sewer		Gorham	466-3302
Ham Radio Operators			
Amateur Radio Emergency Service (ARES)		Newington, CT	860-594-0200
HazMat			
HazMat response NH Fire Marshall's Office		Concord	223-4289
NH DES - Petroleum Spill Response		Concord	271-3899
NH DES - Hazardous Material		Concord	271-2942
US Coast Guard - Coastal Oil Spills		Portland, ME	207-780-3251
National Response Center - Spills that impact water			800-424-8802
US EPA - 24-Hour Emergency inland spills response		Boston, MA	617-918-1111
NH State Police - Hazmat Response		Concord	800-346-4009
Clean Harbors Environmental		Bow	224-6626
Heavy Equipment (Dump Trucks, Excavators & other Heavy Equipment)			
JML Trucking and Excavation	Jonathan Lane	Errol	482-3242
Pike Industries-Gorham		Gorham	466-2291
Gorham Public Works	Austin Holmes	Gorham	466-5025
Kelley Trucking		Gorham	752-2000
Lee Corrigan Inc.	Lee Corrigan	Gorham	723-6883
Berlin Public Works		Berlin	752-3131
Helicopters - EMS			
Dartmouth-Hitchcock Air Response Team (DHART)		Lebanon	650-4600
Boston Medflight		Bedford, MA	781-863-2213
Maine Lifeflight		Portland	888-421-4228
NH National Guard	Duty Officer	Concord	228-1135

Business/Agency	Contact	Location	Phone
Helicopters - Search & Rescue/Damage Assessment			
NH State Police - Field Operations Bureau		Concord	223-3858
US Border Patrol			877-227-5511
United States Coast Guard		New Castle	436-4415
Vermont National Guard	Duty Officer	Colchester, VT	802-338-3493
NH National Guard	Duty Officer	Concord	228-1135
Hospitals			
Androscoggin Valley Hospital		Berlin	752-2200
Memorial Hospital		North Conway	356-5461
Weeks Memorial Hospital		Lancaster	788-4911
Dartmouth-Hitchcock Trauma Center		Lebanon	650-8034
Ice			
Wal-Mart		Gorham	752-4621
American Legion		Gorham	466-2433
Jersey Barriers			
Pike Industries Headquarters		Belmont	527-5100
Lodging Facilities			
Mt. Madison Hotel		Gorham	466-3622
Top Notch Inn		Gorham	466-5496
Gorham Motor Inn		Gorham	466-3381
Town and Country Inn		Shelburne	466-3315
Northern Peaks Motor Inn		Gorham	466-2288
Quality Inn and Suites		Gorham	466-3312
Mental Health Assistance			
Granite State CISM Team		Manchester	595-3792
Medical Gasses			
Airgas		Gorham	466-5473
Morgue (temporary/established by Medical Examiner)			
Bryant Funeral Home		Berlin	752-1344
Androscoggin Valley Hospital		Berlin	752-2200
Pharmaceutical Supplies			
Wal-Mart		Gorham	752-4621
Walgreens		Berlin	752-3952
Androscoggin Valley Hospital		Berlin	752-2200

Business/Agency	Contact	Location	Phone
Photographers			
Lakes Region Aerial Photography		Laconia	524-0771
Ray Bergeron Drone		Gorham	466-5211
Portable Light Towers			
Grainger		Manchester	668-7161
Pike Industries Headquarters		Belmont	527-5100
United Rental		Hooksett	622-1152
NH Department of Transportation (DOT)		Concord	271-3734
Milton Rents		Gorham	752-5588
Caron Rental Center		Berlin	752-1500
Portable Toilets			
Go Time Restrooms		Berlin	723-3636
United Site Services		Center Harbor	866-971-1380
Print Media			
Union Leader		Manchester	668-4321
Berlin Daily Sun		Berlin	752-5858
Berlin Reporter		Lancaster	788-4939
Propane (see "Fuel")			
CN Brown	Heating oil & propane	Berlin	752-6232
Irving Oil	Heating oil & propane	Berlin	752-4327
Suburban Propane	Propane	Berlin	752-5510
Public Health Networks			
North Country Regional Public Health Network		Littleton	259-3700
Pump Specialist			
Layne Christianson Company (Water and Sewer)		Dracut, MA	978-937-2242
Radio Equipment, Rental & Maintenance			
Ossipee Mountain Electronics		Moultonborough	800-639-5081
Coniston Safety Services		Dummer	372-2972
Radio Stations			
94.9 WHOM		Portland, ME	207-774-6364
103.7 The Peak		Portland, ME	207-774-6364
104.5/98.1 FM Magic		North Conway	356-8870
Railroad Equipment			
St. Lawrence and Atlantic RR		Auburn, ME	207-753-4229
St. Lawrence and Atlantic RR	Emergency		802-527-3490

Business/Agency	Contact	Location	Phone
Refrigeration			
Chapman Trucking		Gorham	466-9966
RSD Transportation		White River Jct., VT	802-291-9090
Ryder Truck Rental		Manchester	669-0300
Rotary, Masons & Other Clubs & Service Agencies			
White Mtn. Rotary Club		Berlin	
Kiwanis Club		Berlin	
American Legion		Gorham	466-2433
Rubbish Haulers & Dumpsters			
City of Berlin PWD		Berlin	752-3131
Milan Container		Milan	449-2093
Great North Woods Container		Berlin	752-4288
Chapman Scrap Metal		Gorham	466-9966
Sand & Gravel			
Pike Industries-Gorham		Gorham	466-2291
Clermont Trucking		Gorham	466-5654
Sandbags			
US Army Corp of Engineers		Hanover	646-4100
Globe Bag		Woburn, MA	781-935-3311
NH National Guard	Duty Officer	Concord	228-1135
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	271-2231
Berlin Public Works		Berlin	752-3131
Schools			
Edward Fenn Elementary School		Gorham	466-3334
Gorham Middle-High School		Gorham	466-2776
Salve Regina Academy		Gorham	752-2880
SAU 20 Gorham		Gorham	466-3632
SAU 3 Berlin Schools		Berlin	752-6500
Shelters			
Edward Fenn Elementary School		Gorham	466-3334
Gorham Middle-High School		Gorham	466-2776
Snowmobiles & ATVs (OHRV, Off Highway Recreational Vehicle)			
White Mtn. ATV Rental		Gorham	466-5611
Northeast ATV and Snowmobile Rental		Gorham	800-458-1838
MOM's Jericho		Gorham	541-7874

Business/Agency	Contact	Location	Phone
Jericho Outdoors		Berlin	215-6002
Dalton Mtn. Motorsports		Berlin	215-6217
Snow Plowing & Removal			
Berlin Public Works		Berlin	752-3131
Lee Corrigan Inc.	Lee Corrigan	Gorham	723-6883
Specialized Teams			
Disaster Medical Assistance Team (DMAT)	Contact HSEM	Concord	271-2231
Disaster Mortuary Operational Response Team (DMORT)	Contact HSEM	Concord	271-2231
FEMA Urban Search & Rescue	Contact HSEM	Concord	271-2231
Upper Valley Wilderness Response Team	Scott Carpenter	Hanover	802-747-2239
Androscoggin Valley Search and Rescue (AVSAR)	Mike Pelchat	Gorham	915-7350
Mountain Rescue Service		North Conway	356-7013
Pemi Valley Search and Rescue Team	Allan Clark	Franconia	823-5748
Central NH Special Operations Unit	Dispatch	Pembroke	485-3421
State Agencies			
NH Forests & Lands (DNCR); Chief	Steve Sherman	Concord	271-2214
NH Forests & Lands (DNCR) District 1–Ranger 10	John Accardi	Lancaster	788-4157
NH Forests & Lands (DNCR) District 1–Ranger 11	Jason Huter	Lancaster	788-4157
NH Forests & Lands (DNCR) District 1–Ranger 12	Luc Perreault	Lancaster	788-4157
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	271-2231 or 800-852-3792
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 or 419-0950 cell
NH Public Works Mutual Aid	Emergency line	Durham	877-731-9908
NH Fish & Game		Concord	271-3421
NH Department of Transportation (DOT)		Concord	271-3734
NH State Police - Field Operations Bureau		Concord	223-3858
NH Department of Environmental Services (DES)		Concord	271-3503
NH State Fire Marshal	Paul Parisi	Concord	223-4289
NH Dept. of Agriculture, Markets & Food		Concord	271-3551
NH Dept. of Cultural Resources		Concord	271-2392
NH Archives & Records Management		Concord	271-2236
NH DHHS, Food Protection		Concord	271-4589
NH Disaster Animal Response Team (DART)		Concord	271-7200
NH State Veterinarian	Stephen Crawford	Concord	271-2404

Business/Agency	Contact	Location	Phone
Television			
WMUR		Manchester	669-9999
WCAX		Burlington, VT	802-652-6300
WMTW		Portland, ME	800-248-6397
Tent Rental			
Lakes Region Tent & Event		Concord	456-2049
Taylor Rental Center		Concord	224-1931
Abbott Rental		Littleton	800-287-6557
Tires			
VIP Tires and Service		Gorham	466-5922
Berlin City Auto Group		Gorham	752-6644
Stratham Tire		Lancaster	788-9899
Mountain Tire		Berlin	752-8473
Towing (see "Wreckers")			
Mr. Auto		Berlin	752-6466
Caron's Towing		Groveton	636-9900
Bryant Wrecker Service	Heavy Wrecker	Center Conway	356-5297
Towns (area)			
Town of Shelburne		Shelburne	466-2262
Town of Randolph		Randolph	466-5771
City of Berlin		Berlin	752-7532
Town of Milan		Milan	449-3461
Traffic Control Device Rental			
NH Department of Transportation (DOT)		Concord	271-3734
United Rental		Hooksett	622-1152
Tree Removal Services			
Asplundh		Concord	715-1819
Daniels Landscaping		Gorham	466-5709
Davis Tree		Milan	449-2929
Truck Rental			
U-Haul		Berlin	326-4376
Budget		Glen	383-8036
Utilities (Electric, Phone)			
Consolidated Communications (FairPoint)			844-968-7224
NH Electric Coop		Plymouth	800-343-6432
Eversource		Manchester	866-554-6025

Business/Agency	Contact	Location	Phone
Eversource Municipal Emergency		Manchester	800-362-7764
Spectrum		Manchester	627-0042
Verizon - State & Local Government Sales			877-288-9473
SNS Tech Support		Littleton	444-8440
Volunteer Organizations (Volunteer Organizations Active in Disaster, VOAD)			
Volunteer NH		Concord	271-7200
Water - Non-Potable			
Gorham Fire & EMS		Gorham	466-2549
Welders			
Alpine Machine		Berlin	752-1441
Cross Machine		Berlin	752-6111
Berlin Spring		Berlin	752-6230
Berlin Foundry		Berlin	752-4550
Wreckers			
Mr. Auto		Berlin	752-6466
Caron Fabrication		Groveton	636-9900
Bob Byrnes		Gorham	466-2977
John Beaudoin Auto Body		Milan	449-2025

ALPHABETICAL RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone	Category
#				
103.7 The Peak		Portland, ME	207-774-6364	Radio Stations
104.5/98.1 FM Magic		North Conway	356-8870	Radio Stations
94.9 WHOM		Portland, ME	207-774-6364	Radio Stations
A-C				
A&A Auto		Gorham	466-5716	Auto Parts & Service
Abbott Rental		Littleton	800-287-6557	Tent Rental
Airgas		Gorham	466-5473	Medical Gasses
Alpine Machine		Berlin	752-1441	Welders
Amateur Radio Emergency Service (ARES)		Newington, CT	860-594-0200	Ham Radio Operators
Amateur Radio Emergency Service (ARES)	Wayne Santos	Barnstead	435-8261 or 856-5459 cell	Ham Radio Operators
American Legion		Gorham	466-2433	Clubs & Service Agencies, Ice
American Red Cross - Disaster Program Manager (north)	Frank Grima	Concord	889-6664 or 812-1874 cell	American Red Cross-NH
American Red Cross - Disaster Program Officer	James Segerson	Concord	889-6664	American Red Cross-NH
Androscoggin Electric	Electrician	Milan	723-3051	Contractors
Androscoggin Valley Hospital		Berlin	752-2200	Blankets, Body Bags, Hospitals Morgue, Pharmaceutical Supplies
Androscoggin Valley Search and Rescue (AVSAR)	Mike Pelchat	Gorham	915-7350	Specialized Teams
Arthur Perry	Contractor	Gorham	723-4145	Contractors
Asplundh		Concord	715-1819	Tree Removal Services
Bartlett Jackson Ambulance		Bartlett	383-3651	Ambulances
Berlin City Auto Group		Gorham	752-6644	Auto Parts & Service, Tires
Berlin Daily Sun		Berlin	752-5858	Print Media
Berlin EMS		Berlin	752-1020	Ambulances
Berlin Fire Department		Berlin	752-3134	Boats, Fire Mutual Aid
Berlin Foundry		Berlin	752-4550	Welders

Business/Agency	Contact	Location	Phone	Category
Berlin Marketplace		Berlin	752-1050	Food (stores)
Berlin Police Department		Berlin	752-3131	Dispatch Centers-Emergency, Dogs (SAR)
Berlin Public Works		Berlin	752-3131	Heavy Equipment, Sandbags, Snow Plowing & Removal
Berlin Recreation Department		Berlin	752-2010	Blankets
Berlin Regional Airport		Milan	449-2168	Aircraft-Fixed Wing
Berlin Reporter		Lancaster	788-4939	Print Media
Berlin School Department		Berlin	752-6500	Busses
Berlin Spring		Berlin	752-6230	Welders
Bethel Animal Hospital		Bethel, ME	207-824-2212	Animal Care & Boarding
Bob Byrnes		Gorham	466-2977	Wreckers
Boston Medflight		Bedford, MA	781-863-2213	Helicopters - EMS & Medical
Brian Lang Construction	Contractor	Gorham	752-7847	Contractors
Bryant Funeral Home		Berlin	752-1344	Body Bags, Funeral Homes, Morgue
Bryant Funeral Home		Gorham	466-3944	Funeral Homes
Bryant Wrecker Service	Heavy Wrecker	Center Conway	356-5297	Towing
Budget		Glen	383-8036	Truck Rental
Capital Rock Drilling and Blasting		New Boston	487-2840	Blasting Contractors
Caron Building Center		Berlin	752-1500	Building Supplies, Concrete (block)
Caron Fabrication		Groveton	636-9900	Wreckers
Caron Rental Center		Berlin	752-1500	Equipment Rental, Portable Light Towers
Caron's Towing		Groveton	636-9900	Towing
Central NH Special Operations Unit	Dispatch	Pembroke	485-3421	Specialized Teams
Chapman Scrap Metal		Gorham	466-9966	Rubbish Haulers & Dumpsters
Chapman Trucking		Gorham	466-9966	Refrigeration
Circle K Convenience Store		Gorham	466-2178	Food (stores), Fuel
City of Berlin		Berlin	752-7532	Towns

Business/Agency	Contact	Location	Phone	Category
City of Berlin PWD		Berlin	752-3131	Rubbish Haulers & Dumpsters
Clean Harbors Environmental		Bow	224-6626	HazMat
Clermont Trucking		Gorham	466-5654	Sand & Gravel
CN Brown	Heating oil & propane	Berlin	752-6232	Fuel, Propane
Coca-Cola Distributor		Gorham	800-339-8963	Food (stores)
Coleman Concrete		Gorham	466-2141	Concrete (block & poured)
Coniston Safety Services		Dummer	372-2972	Radio Equipment
Consolidated Communications (FairPoint)			844-968-7224	Utilities
Coos County Attorney		Lancaster	788-5559	County
Coos County Department of Corrections		West Stewartstown	246-3315	County
Coos County Family Dental		Berlin	752-2424	Dentist Office
Coos County Family Health		Gorham	466-2741	Doctors' Offices
Coos County Family Health		Berlin	752-2040	Doctors' Offices
Coos County Family Health		Berlin-AVH	752-2900	Doctors' Offices
Coos County Sheriff's Office		Lancaster	788-5598	County, Dispatch Centers-Emergency
Couture Construction	Contractor	Berlin	752-4622	Contractors
Cross Machine		Berlin	752-6111	Welders
Cumberland Farms	Gasoline	Gorham	466-2157	Food (stores), Fuel
D-I				
Dalton Mtn. Motorsports		Berlin	215-6217	Snowmobiles & ATVs
Daniels Landscaping		Gorham	466-5709	Tree Removal Services
Darryl Bennett Plumbing and Heating	Plumbing	Shelburne	466-2080	Contractors
Dartmouth-Hitchcock Air Response Team (DHART)		Lebanon	650-4600	Helicopters - EMS & Medical
Dartmouth-Hitchcock Trauma Center		Lebanon	650-8034	Hospitals
Davis Tree		Milan	449-2929	Tree Removal Services
Disaster Behavioral Health Response Team (DBHRT)		Concord	271-9454	EMS & Medical
Disaster Medical Assistance Team (DMAT)	Contact HSEM	Concord	271-2231	Specialized Teams

Business/Agency	Contact	Location	Phone	Category
Disaster Mortuary Operational Response Team (DMORT)	Contact HSEM	Concord	271-2231	Specialized Teams
Edward Fenn Elementary School		Gorham	466-3334	Shelters, Schools
Eversource		Manchester	866-554-6025	Utilities
Eversource Municipal Emergency		Manchester	800-362-7764	Utilities
FEMA Urban Search & Rescue	Contact HSEM	Concord	271-2231	Specialized Teams
Gary Riendeau (GRS School Transportation Director)		Gorham	723-6258	Busses
Globe Bag		Woburn, MA	781-935-3311	Sandbags
Go Time Restrooms		Berlin	723-3636	Portable Toilets
Good Shepard Parish (St. Anne's)	Catholic	Berlin	752-2880	Churches & Clergy
Gorham Congregational Church		Gorham	466-2136	Churches & Clergy
Gorham DPW Garage	Diesel & gasoline	Gorham	466-5025	Fuel
Gorham Emergency Dispatch		Gorham	466-3336	Dispatch Centers-Emergency
Gorham EMS		Gorham	466-5611	Ambulances
Gorham Family Dentistry		Gorham	466-2323	Dentist Office
Gorham Fire & EMS		Gorham	466-2549	Generators, Water - Non-Potable
Gorham Hardware		Gorham	466-2312	Building Supplies
Gorham House of Pizza		Gorham	466-3002	Food (restaurants)
Gorham Middle-High School		Gorham	466-2776	Shelters, Schools
Gorham Motor Inn		Gorham	466-3381	Lodging Facilities
Gorham Public Works	Austin Holmes	Gorham	466-5025	Barricades, Generators, Heavy Equipment
Gorham Recreation Department (call PD after hours)		Gorham	466-2101	Busses
Gorham SAU #20		Gorham	466-3632	Busses
Gorham Water and Sewer		Gorham	466-3302	Generators
Grainger		Manchester	668-7161	Barricades, Portable Light Towers
Granite State CISM Team		Manchester	595-3792	Mental Health Assistance
Great North Woods Container		Berlin	752-4288	Rubbish Haulers & Dumpsters
HazMat response NH Fire Marshall's Office		Concord	223-4289	HazMat

Business/Agency	Contact	Location	Phone	Category
HEB Engineers Inc.		North Conway	356-6936	Engineers
Holy Family Roman Catholic Church	Catholic	Gorham	752-2880	Churches & Clergy
Home Depot		North Conway	356-4130	Building Supplies
Home Depot		Littleton	444-7520	Building Supplies
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 or 419-0950 cell	State Agencies
Integrated Public Alert & Warning System		Washington, DC	202-212-2040	Federal Agencies
Irving Oil	Heating oil & propane	Berlin	752-4327	Fuel, Propane
J-M				
Jay's Corner		Gorham	466-5132	Food (restaurants)
Jay's Quick Lube		Gorham	466-2961	Auto Parts & Service
Jericho Outdoors		Berlin	215-6002	Snowmobiles & ATVs
JML Trucking and Excavation	Jonathan Lane	Errol	482-3242	Heavy Equipment
John Beaudoin Auto Body		Milan	449-2025	Wreckers
John Scarinza		Gorham	915-6499	Building Inspector(s)
Kelley Trucking		Gorham	752-2000	Heavy Equipment
Kingdom Hall of Jehovah's Witness		Gorham	466-3803	Churches & Clergy
Kiwanis Club		Berlin		Clubs & Service Agencies
KR Heating and Repairs	Plumbing	Gorham	466-2984	Contractors
Lakes Region Aerial Photography		Laconia	524-0771	Photographers
Lakes Region Tent & Event		Concord	456-2049	Tent Rental
Lancaster EMS		Lancaster	788-3221	Ambulances
Layne Christianson Company (Water and Sewer)		Dracut, MA	978-937-2242	Pump Specialist
Lee Carroll		Gorham	466-5065	Engineers
Lee Corrigan Inc.	Lee Corrigan	Gorham	723-6883	Heavy Equipment, Snow Plowing & Removal
Lifeflight of Maine		Bangor, ME	888-421-4228	EMS & Medical
Littleton Animal Hospital (overnight only)		Littleton	444-5533	Animal Care & Boarding
Local Forest Ranger	Luc Perreault	Lancaster	419-9153	Federal Agencies

Business/Agency	Contact	Location	Phone	Category
Maine Drilling & Blasting		Gardiner, ME	207-582-2338	Blasting Contractors
Maine Drilling & Blasting		Auburn	647-0299	Blasting Contractors
Maine Lifelight		Portland	888-421-4228	Helicopters - EMS
Memorial Hospital		North Conway	356-5461	Hospitals
Michelle Salek		Berlin	752-1630	Building Inspector(s)
Milan Container		Milan	449-2093	Rubbish Haulers & Dumpsters
Milan EMS		Milan	752-3131	Ambulances
Milan Fire Department		Milan	752-3131	Fire Mutual Aid
Milton Rents		Gorham	752-5588	Equipment Rental, Generators, Portable Light Towers
MOM's Jericho		Gorham	541-7874	Snowmobiles & ATVs
Mountain Rescue Service		North Conway	356-7013	Specialized Teams
Mountain Tire		Berlin	752-8473	Tires
Mr. Auto		Berlin	752-6466	Towing, Wreckers
Mr. Pizza		Gorham	466-5573	Food (restaurants)
Mt. Madison Hotel		Gorham	466-3622	Lodging Facilities
N-P				
National Response Center - Spills that impact water			800-424-8802	HazMat
National Weather Service		Gray, ME	207-688-3216	Federal Agencies
New England Barricade		Newmarket	659-2182	Barricades
NH Archives & Records Management		Concord	271-2236	State Agencies
NH Civil Air Patrol		Concord	271-3225	Aircraft-Fixed Wing
NH Department of Environmental Services (DES)		Concord	271-3503	State Agencies
NH Department of Transportation (DOT)		Concord	271-3734	Portable Light Towers, State Agencies, Traffic Control Device Rental
NH Dept. of Agriculture, Markets & Food		Concord	271-3551	State Agencies
NH Dept. of Cultural Resources		Concord	271-2392	State Agencies
NH DES - Hazardous Material		Concord	271-2942	HazMat

Business/Agency	Contact	Location	Phone	Category
NH DES - Petroleum Spill Response		Concord	271-3899	HazMat
NH DHHS, Food Protection		Concord	271-4589	State Agencies
NH Disaster Animal Response Team (DART)		Concord	271-7200	State Agencies
NH DOT Fuel Shed	Diesel & gasoline	Gorham	466-2272	Fuel
NH Electric Coop		Plymouth	800-343-6432	Utilities
NH Fish & Game		Concord	271-3421	Boats, Divers, State Agencies
NH Forests & Lands (DNCR) District 1 - Ranger 10	John Accardi	Lancaster	788-4157	State Agencies
NH Forests & Lands (DNCR) District 1 - Ranger 11	Jason Huter	Lancaster	788-4157	State Agencies
NH Forests & Lands (DNCR) District 1 - Ranger 12	Luc Perreault	Lancaster	788-4157	State Agencies
NH Forests & Lands (DNCR); Chief	Steve Sherman	Concord	271-2214	State Agencies
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	271-2231 or 800-852-3792	Sandbags, State Agencies
NH Marine Patrol		Gilford	293-2037	Boats
NH National Guard	Duty Officer	Concord	228-1135	Helicopters - EMS & SAR, Sandbags
NH Public Works Mutual Aid	Emergency line	Durham	877-731-9908	State Agencies
NH State Fire Marshal	Paul Parisi	Concord	223-4289	State Agencies
NH State Police - Field Operations Bureau		Concord	223-3858	Bomb Disposal Unit, Dogs (SAR), Helicopters - SAR, State Agencies
NH State Police - Hazmat Response		Concord	800-346-4009	HazMat
NH State Police Headquarters		Concord	271-3636	Dispatch Centers-Emergency
NH State Police Troop F		Twin Mountain	846-3333	Dispatch Centers-Emergency
NH State Veterinarian	Stephen Crawford	Concord	271-2404	State Agencies
Nonna's Kitchen		Gorham	915-9203	Food (restaurants)
North Country Animal Hospital		Gorham	466-3800	Animal Care & Boarding
North Country Dental		Gorham	466-5015	Dentist Office
North Country Mutual Aid District		Lancaster	788-3527	Fire Mutual Aid
North Country Regional Public Health Network		Littleton	259-3700	Public Health Networks
Northeast ATV and Snowmobile Rental		Gorham	800-458-1838	Snowmobiles & ATVs

Business/Agency	Contact	Location	Phone	Category
Northern Peaks Motor Inn		Gorham	466-2288	Lodging Facilities
Northwoods Center for Education		Whitefield	788-5685	EMS & Medical
O'Reilly Auto Parts		Gorham	466-9831	Auto Parts & Service
Ossipee Mountain Electronics		Moultonborough	800-639-5081	Radio Equipment
P&L Fuels	Diesel & gasoline	Gorham		Fuel
Paul's Auto Body		Berlin	752-1243	Auto Parts & Service
Pemi Valley Search and Rescue Team	Allan Clark	Franconia	823-5748	Specialized Teams
Peppy's Electric	Electrician	Gorham	466-3188	Contractors
Pike Industries Headquarters		Belmont	527-5100	Jersey Barriers, Portable Light Towers
Pike Industries-Gorham		Gorham	466-2291	Heavy Equipment, Sand & Gravel
Poland Spring Water Co.		Poland, ME	207-998-4315	Food (stores)
Portland Natural Gas Transmission system	Natural gas	Portland, ME	800-830-9865	Fuel
Portland Oil Pipeline	Heating oil	Portland, ME	866-253-7351	Fuel
Presidential Pest Control		Berlin	528-7650	Exterminators
Q-Z				
Quality Inn and Suites		Gorham	466-3312	Lodging Facilities
Randolph Fire Department		Randolph	466-3336	Fire Mutual Aid
Ray Bergeron Drone		Gorham	466-5211	Photographers
Ray's Electric	Electrician	Berlin	752-1370	Contractors
Riverside assembly of God		Gorham	466-2851	Churches & Clergy
Road Hawg BBQ		Gorham	915-9242	Food (restaurants)
RSD Transportation		White River Jct., VT	802-291-9090	Refrigeration
Ryder Truck Rental		Manchester	669-0300	Refrigeration
Salve Regina Academy		Gorham	752-2880	Schools
Sanel NAPA Auto Parts		Berlin	752-4405	Auto Parts & Service
SAU 20 Gorham		Gorham	466-3632	Schools
SAU 3 Berlin Schools		Berlin	752-6500	Schools

Business/Agency	Contact	Location	Phone	Category
Seventh Street Graphics		Berlin	752-8167	Duplicating Equipment & Facility
Shelburne Fire Department		Shelburne	466-3336	Boats, Fire Mutual Aid
Smith and Town Printers		Berlin	752-2150	Duplicating Equipment & Facility
SNS Tech Support		Littleton	444-8440	Utilities
Spectrum		Manchester	627-0042	Utilities
St. Lawrence and Atlantic RR		Auburn, ME	207-753-4229	Railroad Equipment
St. Lawrence and Atlantic RR	Emergency		802-527-3490	Railroad Equipment
St. Vincent De Paul (Thrift Store)		Berlin	752-1644	Clothing
State Fire Marshall		Concord	931-9538	Fire Mutual Aid
State Fire Marshall's Office		Concord	223-4289	Fire Mutual Aid
Steph's PawPals		Berlin	723-6192	Animal Care & Boarding
Stratham Tire		Lancaster	788-9899	Tires
Suburban Propane	Propane	Berlin	752-5510	Propane
Subway		Gorham	466-5200	Food (restaurants)
Taillon Crane Service Inc.		Gorham	466-5078	Cranes & Riggings
Taylor Rental Center		Concord	224-1931	Tent Rental
Top Notch Inn		Gorham	466-5496	Lodging Facilities
Town and Country Inn		Shelburne	466-3315	Lodging Facilities
Town of Milan		Milan	449-3461	Towns
Town of Randolph		Randolph	466-5771	Towns
Town of Shelburne		Shelburne	466-2262	Towns
Tractor Supply		Gorham	752-5300	Animal Feed & Equipment
Tri-County Transit		Berlin	752-1741	Busses
U-Haul		Berlin	326-4376	Truck Rental
Union Leader		Manchester	668-4321	Print Media
United Rental		Hooksett	622-1152	Barricades, Portable Light Towers, Traffic Control Device Rental
United Site Services		Center Harbor	866-971-1380	Portable Toilets

Business/Agency	Contact	Location	Phone	Category
United States Coast Guard		New Castle	436-4415	Boats, Helicopters - SAR
Upper Valley Wilderness Response Team	Scott Carpenter	Hanover	802-747-2239	Specialized Teams
US Army Corp of Engineers		Hanover	646-4100	Engineers, Sandbags
US Border Patrol			877-227-5511	Helicopters - SAR
US Coast Guard - Coastal Oil Spills		Portland, ME	207-780-3251	HazMat
US EPA - 24-Hour Emergency inland spills response		Boston, MA	617-918-1111	HazMat
Vaillancourt Electric	Electrician	Berlin	752-5541	Contractors
Vashaw's Variety	Gasoline	Gorham	466-5008	Food (stores), Fuel
Verizon - State & Local Government Sales			877-288-9473	Utilities
Vermont National Guard	Duty Officer	Colchester, VT	802-338-3493	Helicopters - SAR
VIP Tires and Service		Gorham	466-5922	Tires, Auto Parts & Service
Volunteer NH		Concord	271-7200	Volunteer Organizations
VT State Police - Bomb Squad		Waterbury, VT	802-244-7345	Bomb Disposal Unit
Walgreens		Berlin	752-3952	Pharmaceutical Supplies
Wal-Mart		Gorham	752-4621	Animal Feed & Equipment, Clothing, Food (stores), Ice, Pharmaceutical Supplies
WCAX		Burlington, VT	802-652-6300	Television
Weeks Memorial Hospital		Lancaster	788-4911	Hospitals
White Mtn. Rotary Club		Berlin		Clubs & Service Agencies
White Mtn. ATV Rental		Gorham	466-5611	Snowmobiles & ATVs
White Mtn. Lumber		Berlin	752-1000	Building Supplies
Whitefield Animal Hospital		Whitefield	837-9611	Animal Care & Boarding
WMNF Dispatch		Campton	536-6208	Federal Agencies
WMTW		Portland, ME	800-248-6397	Television
WMUR		Manchester	669-9999	Television

CHAPTER 7 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS

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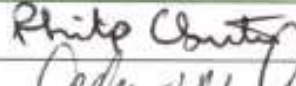
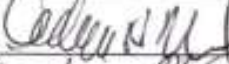

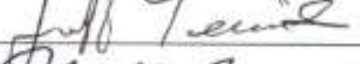


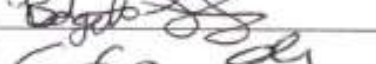
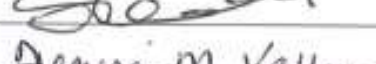


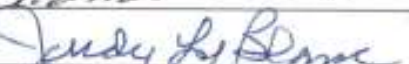
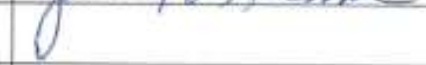
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ADMINISTRATIVE DOCUMENTS

RECORD OF REVISIONS & CHANGES

Gorham Emergency Operations Plan (16 ESF format): 2014
 Gorham Emergency Operations Plan (This plan; 15 ESF Format): 2021

SIGNATORIES TO THE GORHAM EMERGENCY OPERATIONS PLAN

Name	Position	Signature
The signatures below indicate the signee has read the Gorham Emergency Operations Plan 2021 and understands his/her responsibilities as outlined in the plan. (L) = Lead Agency.		
Philip Cloutier	Fire Chief/EMD/Health Officer	
Adam Marsh	Police Chief/Deputy EMD	
Austin Holmes	Director of Public Works	
Jeff Tennis	Water & Sewer Superintendent	
John Scarinza	Building Inspector	
Derek Palmieri	Public Information Officer	
Bridgette Santy	Public Information Officer	
Stephanie Kennedy	Public Information Officer	
Denise Vallee	Town Manager	
Mike Waddell	Select Board – Chair	
Adam White	Select Board – Member	
Judy LeBlanc	Select Board – Member	

*Signatures are scanned-original signatures on file.

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STATEMENT OF ADOPTION – GORHAM

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

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

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

Statement of Adoption for the Town of Gorham:

Adopted, this day the 10th of May, 2021

Chairman of the Select Board


Signature

Michael Waddell
Print Name

Member of the Select Board


Signature

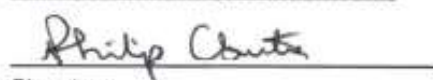
Adam White
Print Name

Member of the Select Board


Signature

Judith LeBlanc
Print Name

Emergency Management Director


Signature

Philip Cloutier
Print Name

**Signatures are scanned-original signatures on file.*

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NIMS RESOLUTION - GORHAM

It is hereby resolved by the Town of Gorham, New Hampshire that:

WHEREAS Emergency response to critical incidents, whether natural or human-caused, requires integrated professional management and

WHEREAS Unified command of such incidents is recognized as the management model to maximize the public safety response and

WHEREAS The National Incident Management System, herein referred to as NIMS, has been identified by the federal government as being the requisite emergency management system for all political subdivisions and

WHEREAS Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies.

THEREFORE, it shall be the public policy of this municipality to adopt the NIMS concept of emergency planning and Unified Command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

National Incident Management System (NIMS)

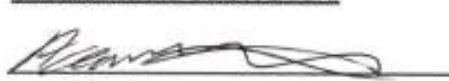
Adopted, this day the 10th of May, 2021

Chairman of the Select Board

Signature

Michael Waddell

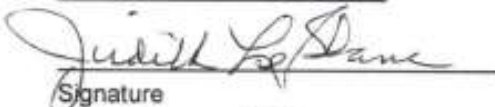
Print Name

Member of the Select Board

Signature

Adam White

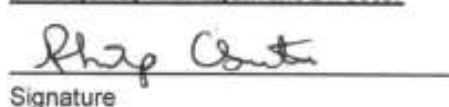
Print Name

Member of the Select Board

Signature

Judith LeBlanc

Print Name

Emergency Management Director

Signature

Philip Cloutier

Print Name

*Signatures are scanned-original signatures on file.

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ANNUAL REVIEW YEAR ONE

The Town of Gorham, NH shall execute this page annually by the members of the governing body.

Gorham, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Select Board

SIGNATURE: _____

PRINTED NAME: _____
Select Board-Chair

EOC Alert List Review & Update:

Date *Initials*

Resource Inventory List Review & Update:

Date *Initials*

Please use reverse side for additional notes



Additional Notes – Year One:

[illegible]

ANNUAL REVIEW YEAR TWO

The Town of Gorham, NH shall execute this page annually by the members of the governing body.

Gorham, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Select Board

SIGNATURE: _____

PRINTED NAME: _____
Select Board-Chair

EOC Alert List Review & Update:

Date *Initials*

Resource Inventory List Review & Update:

Date *Initials*

Please use reverse side for additional notes



Additional Notes – Year Two

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

ANNUAL REVIEW YEAR THREE

The Town of Gorham, NH shall execute this page annually by the members of the governing body.

Gorham, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Select Board

SIGNATURE: _____

PRINTED NAME: _____
Select Board-Chair

EOC Alert List Review & Update:

Date *Initials*

Resource Inventory List Review & Update:

Date *Initials*

Please use reverse side for additional notes



Additional Notes – Year Three

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

ANNUAL REVIEW YEAR FOUR

The Town of Gorham, NH shall execute this page annually by the members of the governing body.

Gorham, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Select Board

SIGNATURE: _____

PRINTED NAME: _____
Select Board-Chair

EOC Alert List Review & Update:

Date *Initials*

Resource Inventory List Review & Update:

Date *Initials*

Please use reverse side for additional notes



Additional Notes – Year Four

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

REFERENCE MATERIALS

TOWN STATISTICS

Town Statistics				
Census Population Data	2010	2000	1990	1980
Gorham, NH - Census Population Data	2,848	2,902	3,204	3,322
Coos County	33,055	33,156	34,879	35,014
Estimated Population 2019 (US Census Bureau)	2,611			
Elderly Population-% over 65 (*ACS 2014-2018)	25.2%			
Median Age (*ACS 2014-2018)	54.2			
Median Household Income (*ACS 2014-2018)	\$57,926			
Individuals below the poverty level (*ACS 2014-2018)	3.8%			
Change in Population-Summer & Winter Weekends (%)	300%			
Change in Population-Summer Vacation Times (%)	200%			
Housing Statistics (*ACS 2014-2018)				
Total Housing Units	1,515			
Single Family Housing Units	845			
Multi-Family Housing Units	431			
Mobile Homes and Other Housing Units	239			
Assessed Structure Value (2019-MS1)	Value		1% Damage	5% Damage
Residential Buildings	\$93,146,500		\$931,465	\$4,657,325
Manufactured Housing	\$7,652,800		\$76,528	\$382,640
Commercial Buildings	\$60,485,100		\$604,851	\$3,024,255
Tax Exempt Buildings	\$16,651,400		\$166,514	\$832,570
Utilities	\$62,025,100		\$620,251	\$3,101,255
Total	\$239,960,900		\$2,399,609	\$11,998,045
Regional Coordination				
County	Coos			
Tourism Region	White Mountains			
Municipal Services & Government				
Town Manager	Yes, appointed			
Select Board (3 member)	Yes, elected			
Planning Board	Yes, elected			
School Board	Yes, elected			
Zoning Board of Adjustment	Yes, appointed			
Conservation Committee	Yes, appointed			

Town Statistics	
<i>Master Plan</i>	Yes, January 15, 2020
<i>Emergency Operation Plan (EOP)</i>	Yes, September 8, 2015
<i>Hazard Mitigation Plan (HMP)</i>	Yes, May 17, 2016
<i>Zoning Ordinances</i>	Yes, March 10, 2020
<i>Subdivisions Regulations</i>	Yes, February 20, 2014; currently being reviewed
<i>Site Plan</i>	Yes, March 8, 2005; currently being reviewed
<i>Capital Improvement Plan</i>	Yes, Annual Review
<i>Capital Reserve Funds</i>	Yes, Annual Review
<i>Building Permits Required</i>	Yes
<i>Town Web Site</i>	Yes, www.gorhamnh.org
<i>Floodplain Ordinance</i>	Yes, part of Zoning
<i>Member of NFIP</i>	Yes, April 1, 1981
<i>Flood Insurance Rate Maps (DFIRMS)</i>	February 20, 2013
<i>Flood Insurance Rate Study (FIS)</i>	February 20, 2013
Percent of Local Assessed Valuation by Property Type-2018 (NH Department of Revenue)	
<i>Residential Buildings</i>	45.7%
<i>Commercial Land & Buildings</i>	31.4%
<i>Other (including Utilities)</i>	22.9%
Emergency Services	
<i>Town Emergency Warning System(s)</i>	CodeRED, Brookfield dam failure horn
<i>School Emergency Warning System(s)</i>	One Call Now
<i>Emergency Page</i>	Yes
<i>Facebook Pages</i>	Gorham Fire & EMS, Police Department, Parks & Rec, Town of Gorham, Medallion Opera House, Edward Fenn Elementary, Gorham Middle/High School
<i>ListServ</i>	E-Alert, signup on website
<i>Local Newspapers</i>	Berlin Sun, Berlin Reporter (weekly)
<i>Public Access TV</i>	No
<i>Local TV Stations</i>	WMUR channel 9
<i>Local Radio</i>	NHPR 107.1 FM (Berlin), WPKQ 103.7 FM (North Conway)
<i>Police Department</i>	Yes, full-time Chief, 6 full-time officers, 3 part-time officers
<i>Police Dispatch</i>	Gorham Emergency Dispatch
<i>Police Mutual Aid</i>	Surrounding towns, NH State Police, Coos County Sheriff's Office, Fish & Game
<i>Animal Control Officer</i>	Police Department
<i>Fire Department</i>	Yes, full-time Chief, 3 full-time EMTs, 1 part-time EMT, 15 paid on-call EMTs, 30 paid on-call firefighters
<i>Fire Dispatch</i>	Gorham Emergency Dispatch

Town Statistics	
<i>Fire Mutual Aid</i>	Northern NH Fire Mutual Aid Pact (NORPAC)
<i>Fire Stations</i>	Two (one in Cascade Flats)
<i>Fire Warden</i>	Yes
<i>Emergency Medical Services</i>	Gorham Fire & EMS
<i>EMS Dispatch</i>	Gorham Emergency Dispatch
<i>Emergency Medical Transportation</i>	Gorham Fire & EMS
<i>HazMat Team</i>	Contact NH State Fire Marshal
<i>Established EMD</i>	Yes
<i>Established Deputy EMD</i>	Yes
<i>Line of Succession (should EMD be out of the town)</i>	1st...Deputy EMD
	2nd...Fire Chief or designee
	3rd...Police Chief or designee
	4th...Town Manager or designee
<i>Regional Public Health Network</i>	North Country Regional Public Health Network
<i>Health Officer</i>	Yes
<i>Deputy Health Officer</i>	Yes
<i>Building Inspector/Code Enforcement Officer</i>	Yes
<i>Established Public Information Officer (PIO)</i>	Yes
<i>Nearest Hospital(s)</i>	Androscoggin Valley Hospital, Berlin (9 miles, 25 beds)
	Weeks Medical Center, Lancaster (25 miles, 25 beds)
	Memorial Hospital, Conway (27 miles, 25 beds)
<i>Local Humane Society or Veterinarians</i>	North Country Animal Hospital (Gorham), Conway Area Humane Society (Conway)
<i>Primary EOC</i>	Town Office Complex (generator)
<i>Secondary EOC</i>	Fire Station (portable generator)
<i>Primary Shelter</i>	Gorham Middle/High School (no generator)
<i>Secondary Shelter</i>	Edward Fenn Elementary School (generator)
<i>Other Possible Shelters</i>	Town Offices, Congregational Church, Holy Family Church, The Quality Inn, Town & Country (Shelburne)
Utilities	
<i>Town Sewer</i>	Gorham Sewer Department
<i>Public Works Department</i>	Yes, full-time Director, full-time Foreman, full-time Office Manager, 6 full-time employees, 3 part-time employees
<i>Public Works Mutual Aid</i>	Yes
<i>Class V Roads</i>	19 paved, 1 gravel, 20 total
<i>Water Supply</i>	Gorham Water Department
<i>Wastewater Treatment Plant</i>	Yes

Town Statistics	
<i>Electric Supplier</i>	Eversource
<i>Natural Gas Supplier</i>	Portland Natural Gas Transmission System (PNGTS)
<i>Cellular Telephone Access</i>	Yes
<i>Pipelines</i>	Yes (2); Portland Natural Gas & Portland Oil (empty)
<i>High Speed Internet</i>	Yes
<i>Telephone Company</i>	Consolidated Communications
Transportation	
<i>Primary Evacuation Routes</i>	US Route 2 & NH Route 16
<i>Secondary Evacuation Routes</i>	Pinkham B Road (snowmobile only in winter), Church St./Promenade St./Sandpit/Union St. or Dublin St., Church St./Shady Ln./Ed Fenn/Union St. (small vehicles only), Multi-Modal Road
<i>Nearest Interstate</i>	I-93, Exit 35 (35 miles)
<i>Nearest Airstrip</i>	Gorham Airport (2,800 ft. turf runway)
<i>Nearest Commercial Airport(s)</i>	Portland International Jetport, Portland, ME (92 Miles)
	Manchester-Boston Regional Airport, Manchester (94 Miles)
<i>Public Transportation</i>	North Country Transit (NCT)
<i>Active Railroad</i>	St. Lawrence & Atlantic; mostly freight
Education & Childcare	
<i>Elementary School</i>	Edward Fenn Elementary School grades K-5
<i>Middle/High School</i>	Gorham Middle/High School grades 6-12
<i>School Administrative Unit</i>	SAU 20
<i>Private School(s)</i>	Yes, Salve Regina Academy grades K-8
<i>Licensed Childcare Facility</i>	3 facilities, 211 capacity
<i>Colleges/Universities</i>	No
Fire Statistics (NH Division of Forests & Lands & the Town of Gorham)	
<i>Wildfire Fires (2015-2020)</i>	2019, 3-acre off North Main Street
<i>Coos County Fire Statistics (2020)</i>	14 fires, 3.5 acres
<i>State Forest Fires Statistics (2020)</i>	89 fires, 113 acres
*American Community Survey; Census Bureau; five-year average of returned long-form census forms,	
Information found in Table 2.1, unless otherwise noted, was derived from the Economic & Labor Market Information Bureau, NH Employment Security, January 2021. Community Response Received 8/21/2020; http://www.nh.gov/nhes/elmi/htmlprofiles/pdfs/gorham.pdf and from the Town of Gorham	

SHELTER RECOMMENDATIONS

A comprehensive shelter plan should include (but not be limited to) such items as:

- Memorandums of Understanding (MOU) between the Shelter and other authorities, i.e., the town.
- Inventories of available resources, i.e., cots, blankets, pillows, food, water, etc.
- Lists of available volunteer and staff members along with their contact numbers.
- Transportation resources that will enable the transport of not only goods and services to the shelter, but also evacuees.
- Disaster welfare and inquiry forms and documents that will enable loved ones to connect with one another, for example American Red Cross “Safe & Well Program”.
- Floor plans of the facility.
- Pre-determined instructions to evacuees on what to bring to the shelter.
- Pre-determined information on pet sheltering.
- Instructions for use of alternative shelter facilities.
- Pre-determined locations for the storage of stockpiles of food, water, and other donations.
- Pre-determined plan of action to accommodate the functional needs individuals and those with special dietary needs.
- Basic first aid accommodations and contact numbers for medical and mental health assistance.
- Pre-planned agreements with law enforcement for security measures and traffic control at the shelter.
- Pre-planned agreements with the Fire Department for fire surveillance.
- Systems that can verify and credential volunteers.
- Provisions to ensure proper food inspection, safety and serving as well as lists of resources and contacts that will help ensure the proper handling and safety of food.
- Pre-planned registration procedures to document evacuees and staff.
- Identified means of public communication to keep evacuees informed within the shelter.
- A Shelter “Start-up Kit” along with its location and an inventory of kit items such as:
 - *White board*
 - *Poster paper*
 - *Clip boards*
 - *Flashlights*
 - *Scissors, staplers*
 - *Registration materials (i.e., file cards, Red Cross registration forms)*
 - *Snacks-coffee, tea, cookies, (rotate every six months)*
 - *ID badges*
 - *Tape (painter’s tape and duct tape)*
 - *Toiletries (items such as diapers, toilet paper, waterless sanitizer, sanitary napkins, etc.)*
 - *Flip chart*
 - *Whistle*
 - *Power strips, charging cords, etc.*
 - *Magic markers, colored pens, pencils, pens, paper*
 - *Trash bags (plastic)*
 - *Cleaning supplies (all-purpose cleaner)*
 - *Battery operated radios & batteries*
 - *Gloves*

In addition to the provision of shelter and mass care services, other items may need to be addressed in the shelter plan. For example, evacuees may need assistance with clothing, basic medical attention, prescription medicines, mental health services, temporary housing, and other support services. Some of the services may be provided by the same volunteer organizations that are operating shelters.

American Red Cross publishes standards for temporary shelters. The following is a basic list of suggested criteria for shelter selection:

- **Condition / location of the shelter**
 - Structurally sound and in a safe condition
 - Not located in an area prone to flooding, or where flooding can cut off access to the facility
 - Not located in a hazardous material risk area

- **General characteristics that a shelter should have**
 - Adequate sleeping space
 - Sufficient restrooms for the population housed
 - Adequate climate control system
 - A kitchen/ dining area
 - Shower facilities
 - Telephone service
 - Adequate parking
 - Emergency backup power
 - Handicap accessibility

For health reasons, shelters operated by American Red Cross and most other organized volunteer groups do not allow pets, unless these pets are designated service animals. However, several studies have indicated that some people, particularly the elderly will not leave their homes if they cannot take their pets with them. Leaving animals may also place them in harm's way. Pet owners have been known to return to evacuated areas in search of their pets, despite the danger warnings. *ESF #6, Mass Care, Housing & Human Services*, addresses this issue in more detail.

TERRORISM DEFINITIONS

Terrorism involves the use or threatened use of criminal violence against people, institutions, livestock, food sources or facilities to achieve a political or social objective through fear and intimidation, rather than direct confrontation. Unlike a disaster caused by nature or an accident involving hazardous materials, it requires the deliberate and premeditated action of a person or group to occur.

WEAPONS OF MASS DESTRUCTION (WMD)

Weapons of Mass Destruction are defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation or radioactivity, explosion, or fire. At least two important considerations distinguish these hazards from other types of terrorist tools. First, in the case of chemical, biological, and radioactive agents, their presence may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed and what danger is present for first responders and medical technicians. Second, although there is a sizable body of research on battlefield exposures to WMD agents, there is limited scientific understanding of how these agents affect civilian populations. Weapons of Mass Destruction are described in law as:

INCENDIARY/EXPLOSIVES

The easiest WMD to obtain and use is a conventional explosive device, or Improvised Explosive Device (IED), which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events, also can cause explosions and fires. Bombs and firebombs are cheap and easily constructed, involve low technology and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

COMBINED HAZARDS

WMD agents can be combined to achieve a synergistic effect – greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

BIOLOGICAL

Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent) and detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few minutes, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague).

CHEMICAL

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders - firefighters, police, hazardous materials (HazMat) teams, emergency medical services (EMS) and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences.

Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or even forever. Non-persistent agents have high evaporation rates, are lighter than air and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

NUCLEAR AND RADIOLOGICAL

The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards.

The scenarios constituting an intentional nuclear/radiological emergency include the following:

- Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.
- Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.
- Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

CYBER-TERRORISM

Cyber-terrorism involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life, or against a nation’s critical infrastructures to intimidate or coerce a government or civilian population to further political or social objectives (FBI NIPC, Congressional testimony, August 29, 2001). As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks and other forms of attack rather than addressing issues related to contingency and consequence management planning.

AGRI-TERRORISM

Any terrorist act using biological agents, achieved by poisoning the food or water supplies or by introducing diseases among livestock. This can involve the use of chemical or biological agents.

OTHER TERRORISM HAZARDS

Although it is not realistically possible to plan for and prevent every conceivable type of terrorist attack, it is anticipated that future terrorism attempts could range from simple, isolated attacks to complex, sophisticated, highly coordinated acts of destruction using multiple agents aimed at one or multiple targets. Therefore, the plans developed for terrorist incidents must be broad in scope yet flexible enough to deal with the unexpected. These considerations are particularly important in planning to handle the consequences of attacks using low-tech devices and delivery, assaults on public infrastructure and cyber terrorism. In these cases, the training and experience of the responders may be more important than detailed procedures.

Low-Tech Devices and Delivery

Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried. Although present airline security measures minimize the possibility of explosives

being brought on board airliners, planners will need to consider the level of security presently employed on ships, trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.

Infrastructure Attacks

Potential attacks on elements of the nation's infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.

Infrastructure protection often is more focused on security, deterrence, and law enforcement than on emergency preparedness and response. The State of New Hampshire's departments and agencies must develop contingency plans in the event critical infrastructures are brought down as the result of a terrorist incident.

Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office (CIAO) and outlined steps to be taken to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.

ACRONYMS & ABBREVIATIONS

AAR	After Action Report	HSEM	Homeland Security Emergency Management
ACS	Acute Care Site	HSPD.....	Homeland Security Presidential Directive
ARC	American Red Cross	IAP.....	Incident Action Plan
ARES	Amateur Radio Emergency Service	IC	Incident Commander
BFE	Base Flood Elevation	ICC	Incident Command Center
BOCA	Building Officials and Code Administrators	ICS	Incident Command System
CBRNE	Chemical, Biological, Radiological,	JIC	Joint Information Center
CDC	Centers for Disease Control and Prevention	LEOP	Local Emergency Operations Plan
CDP	Center for Domestic Preparedness	MAPS	Mapping and Planning Solutions
CERT	Community Emergency Response Team	MCI.....	Mass Casualty Incident
CFR	Code of Federal Regulations	MEF	Mission Essential Function
CIKR	Critical Infrastructure & Key Resources	MOU	Memorandum of Understanding
CIP.....	Capital Improvements Program	NAWAS	National Warning System
COG	Continuity of Government	NEF	National Essential Function
COGCON...	Continuity of Government Readiness Conditions	NERF.....	Non-Emergency Response Facility
COOP	Continuity of Operations	NFIP	National Flood Insurance Program
CPCC	Continuity Policy Coordination Committee	NGVD	National Geodetic Vertical Datum of 1929
CWPP.....	Community Wildfire Protection Plan	NIMS.....	National Incident Management System
DBHRT	Disaster Behavioral Health Response Team	NOAA	National Oceanic and Atmospheric Association
DEMD	Deputy Emergency Management Director	NRP	National Response Plan
DES	Department of Environment Services	NSPD.....	National Security Presidential Directive
DFO	Disaster Field Office	NTAS.....	National Terrorism Advisory System
DHHS	Department of Health and Human Services		Nuclear, and Explosive
DHS	Department of Homeland Security	NWS	National Weather Service
DMCR	Disaster Management Central Resource	OSI	Office of Strategic Initiatives
DNCR	Department of Natural & Cultural Resources	PA.....	Public Assistance
DOD.....	Department of Defense	PDA	Preliminary Damage Assessment
DOE	Department of Energy	PDD.....	Presidential Decision Directive
DOJ	Department of Justice	PIO	Public Information Officer
DOT	Department of Transportation	PMEF.....	Primary Mission Essential Function
DPW	Department of Public Works	POD.....	Point of Distribution
DRC	Disaster Recovery Center	PPE	Personal Protective Equipment
EAS	Emergency Alert System	PR	Potential Resources
EMD.....	Emergency Management Director	PSA	Public Service Announcement
EMS.....	Emergency Medical Services	RERP.....	Radiological Emergency Response Plan
EO	Executive Order	RNAT	Rapid Needs Assessment Team
EOC.....	Emergency Operations Center	SERT	State Emergency Response Team
EPA	U.S. Environmental Protection Agency	SITREP.....	Situation Report (Also SitRep)
EPZ.....	Emergency Planning Zone	SNS	Strategic National Stockpile
ERF	Emergency Response Facility	SOG.....	Standard Operating Guidelines
ERG	Emergency Relocation Group	SOP.....	Standard Operating Procedures
ESF.....	Emergency Support Functions	SPNHF	Society for the Protection of NH Forests
FEMA.....	Federal Emergency Management Agency	UC	Unified Command
FIRM.....	Flood Insurance Rate Map	USDA-FS.....	US Department of Agriculture – Forest Service
FPP.....	Facilities & Populations to Protect	USGS	United States Geological Society
GIS	Geographic Information System	VOAD	Volunteer Organization Active in Disasters
HazMat	Hazardous Material(s)	WMD.....	Weapon(s) of Mass Destruction
HFRA.....	Healthy Forest Restoration Act	WMNF	White Mountain National Forest
HMGP.....	Hazard Mitigation Grant Program	WUI	Wildland Urban Interface
HSAS.....	Homeland Security Advisory System		

DEFINITIONS

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.

Catastrophic Disaster – For the purposes of this plan, a catastrophic disaster is defined as an event that results in large numbers of deaths and injuries; causes extensive damage or destruction to facilities that provide and sustain human needs; produces an overwhelming demand on state and local response resources and mechanisms; causes a severe long term effect on general economic activity; and severely affects state, local and private sector capabilities to begin and sustain response activities.

CERCLA Hazardous Substance – A Superfund Hazardous Substance listed in Table 302.4 of 40 CFR Part 302.4, which mandates facilities to comply with specific release notification requirements under CERCLA and Title III. (Reportable Quantity Chemicals)

Citizen Emergency Response Team (CERT) – Group of citizen volunteers who offer assistance during disasters or major emergencies.

Civil Air Patrol (CAP) – A civilian auxiliary of the United States Air Force. The CAP provides volunteer pilots, aircraft, communications and ground personnel for emergency use in search and rescue, messenger service, light transport flights, airborne communications, ground search and reconnaissance support.

Civil Disturbance – A Civil Disturbance is the degeneration of a law-abiding group into an unruly, unmanageable and law challenging mob.

Comprehensive Environmental Response, Compensation and Liability Act of 1980 (CERCLA) – Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

Continuity of Government (COG) – Efforts to maintain the governmental body and identify emergency delegation of authority in accordance with applicable laws, during emergencies or disasters. COG planning ensures continued line of governmental authority and responsibility.

Continuity of Operations (COOP) – Efforts in which individual departments and agencies ensure the continuance of essential functions/services during emergencies or disasters. COOP also includes activities involved with relocation to alternate facilities.

Continuity of Operations (COOP) Plan – A contingency plan that provides for the deliberate and planned deployment of pre-identified and trained personnel, equipment, and supplies to a specific emergency relocation site and/or the transfer of essential functions to another department, agency, or organization.

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire and plan the resources needed to anticipate, prevent and/or resolve a threat of terrorism.

Critical Incident Stress Debriefing Team (CISD) – CISD is counseling, and educational group process designed specifically for emergency response workers to mitigate the impact of a critical incident on personnel and to accelerate recovery in normal people experiencing normal reactions to totally abnormal events.

Damage Assessment (DA) – The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident and chemical explosion.

Decontamination – The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

Disaster – An event that creates an inability to provide critical functions/services for a significant period of time. Normally this is a widespread event causing destruction and distress; however, while this may include a large-scale event, as in a "natural disaster", a localized event may present sufficient impact to a jurisdiction to be classified as a disaster.

Disaster Field Office (DFO) – The office established in or near the designated area to support federal and state response operations.

Disaster Medical Assistance Team (DMAT) – Team from the Office of the Assistant Secretary for U.S. Health/Office of Emergency Preparedness - National Disaster Medical Assistance (OASH/OEP-NDMS), that assists in providing care for the ill and injured victims at the site of a disaster or emergency.

Disaster Mortuary Operational Response Team (DMORT) – Is a federalized team of private citizens associated with the National Foundation for Mortuary Care, that respond under *ESF #8, Health & Medical* through FEMA. The DMORT is responsible for maintaining temporary morgues, victim identification and processing, preparing, and disposing of remains. DMORT also provides technical assistance and personnel to recover, identify and process deceased victims.

Disaster Recovery Center (DRC) – A center established in or near a disaster area to provide information and/or deliver assistance to disaster victims. DRCs are established when a Presidential Disaster Declaration is issued. Local, state, and federal agencies will staff the DRC (i.e., social services, state public health and the IRS).

Disaster Welfare Inquiry (DWI) System - Safe & Well System – System set up by American Red Cross to collect, receive and report information about the status of victims and assist families with reunification.

Distribution Centers (POD, Point of Distribution) – Facilities operated by local governments, local churches, community-based organizations, and voluntary agencies for providing donated goods directly to disaster victims.

Emergency – An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Any occasion or instance in which the Governor determines that state assistance is needed to supplement local response efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat or impact of a catastrophe in any part of the state.

Emergency Alert System (EAS) – A voluntary network of broadcast stations and inter-connecting facilities, which have been authorized by the Federal Communications Commission (FCC) to disseminate information during an emergency, as provided by the Emergency Alert System plan. EAS is made up of AM, FM and TV Broadcast Stations and non-governmental electronic communications operating in a voluntary organized manner during natural/human-caused emergencies or disasters at national, state, or local levels.

Emergency Management Director/Coordinator (EMD) – The individual who is directly responsible on a day-to-day basis for the jurisdiction's effort to develop a capability for coordinated response and recovery from the effects of disaster.

Emergency Medical Services (EMS) – Local medical response teams, usually rescue squads or local ambulance services, which provide medical services during a disaster.

Emergency Operations Center (EOC) – A protected site from which government officials and emergency response personnel exercise direction and control in an emergency. The Emergency Communications Center (ECC) is normally an essential part of the EOC.

Emergency Operations Plan (EOP) – An all-hazards document, which briefly, clearly, and concisely specifies actions to be taken or instructions to be given in the event of natural disasters, technological accidents, or nuclear attack. The plan identifies authorities, relationships, and the coordinated actions to be taken based on predetermined assumptions, objectives, and existing capabilities.

Emergency Response Team (ERT) – FEMA group, composed of a headquarters element and a regional element that is deployed, to the scene of an extraordinary situation to coordinate the overall federal response.

Emergency Support Function (ESF) – A functional area of response activity established to facilitate the delivery of local, state, or federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health and to maintain public safety. 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.

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.).

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

Incident Command Post (ICP) – The Incident Command Post is the location where primary command functions are made. This may be the Emergency Operations Center (EOC), Disaster Field Office (DFO), or Logistical Staging area. As command function transfers so does the Incident Command Post (ICP).

Incident Command System (ICS) – An Incident Command System is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as situation requires larger resource, without requiring a new, reorganized command structure.

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

Joint Information Center (JIC) – A combined public information office that serves two or more levels of government or federal, state, local agencies.

Joint Operations Center (JOC) – A centralized operations center established by the FBI Field Office during terrorism-related incidents to provide a single point of direction, control, and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving federal assets.

Lead Agency – The Lead Agency is an agency, organization or group designated as an ESF Lead Agency serve as the executive agent under the local EOP to accomplish the assigned ESF mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements. Certain ESFs may have more than one agency designated in which cases they would be identified as “Co-Lead” agencies.

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.

Memorandum of Agreement/Understanding (MOA/MOU) – A document negotiated between organizations or legal jurisdictions for mutual aid and assistance in times of need. A MOA/MOU must contain such information as who pays for expense of operations (financial considerations), the party that will be liable for personal or property injury or destruction during response operations (liability considerations) and appropriate statements of non-competition of government resources with private enterprise (commercial considerations).

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

Multi-Hazard – A functional approach to planning, which treats the numerous emergency management requirements that are present in any disaster situation as common functions. This reveals a broad base foundation of recurring disaster tasks that are common to most disasters. In this manner, planning which concerns an application of the recurring tasks can be used in response to any emergency.

Mutual Aid Agreement – A Mutual Aid Agreement is a formal or informal understanding between jurisdictions pledging the exchange of emergency or disaster assistance.

National Flood Insurance Program (NFIP) – The National Flood Insurance Program is a federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

National Hurricane Center (NHC) – A federal tracking center that forecasts and plots the formation and movement of tropical storms. It also alerts appropriate areas of the danger.

National Oceanic and Atmospheric Administration (NOAA) – A federal agency within the U.S. Department of Commerce, which deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency Management relies heavily on the coastal hazards office of NOAA for storm surge modeling.

National Response Center (NRC) – Established under the Clean Water Act and CERCLA and operated by the U.S. Coast Guard, the NRC receives and relays notices of discharges or releases, disseminates reports when appropriate and provides facilities for use in coordinating a national response action when required.

National Response Team (NRT) – Organization of representatives from 14 federal agencies with responsibility for national planning and coordination (interagency and inter-jurisdictional) of CERCLA objectives.

National Security – Measures taken to protect the Nation from the direct or indirect acts of war, sabotage, or terrorism directed at the United States. These acts include but are not limited to, conventional and unconventional war, chemical, biological, and nuclear war, or terrorism.

National Warning System (NAWAS) – The federal warning system, used to disseminate warnings of imminent natural disaster or enemy attack to a regional warning system, which passes to the state warning points for action.

National Weather Service (NWS) – A federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

New Hampshire Emergency Operations Plan (State EOP) – The state plan designed to cover all natural and human-caused emergencies and disasters that threaten the state.

Nuclear Regulatory Commission (NRC) – The federal agency tasked with oversight and regulation for all domestic nuclear devices, plant processes and construction.

Operational Period – A period of time set for execution of operational actions specified in the Incident Action Plan. Traditionally these periods are initially 12 to 24 hours in length. As the incident winds down, they may cover longer periods of activity.

Persistent Agent – An agent that upon release retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate, and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plume – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

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.

Public Information Officer (PIO) – The person tasked with preparing and disseminating all information to the media or to the public.

Radiation – High-energy particles or gamma rays that are emitted by an atom, as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

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

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

Revised Statutes Annotated (RSAs) – The specific form of state law, codified and recorded for reference.

Shelter – A facility to house, feed and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

Staging Area (SA) – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

Standard Operating Guidelines (SOG) – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).

Standard Operating Procedures (SOP) – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

Strategic National Stockpile (SNS) – The United States national repository of antibiotics, vaccines, chemical antidotes, antitoxins and other critical medical equipment and supplies.

Support Agency – An agency, organization or group that provides an essential function or service critical to the ESF.

Task Force – A group of resources with shared communication and leader; it may be pre-established and sent to an incident or it may be created at the incident.

Terrorism – The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and US territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

Unified Command (UC) – A team that allows all agencies (with geographical or functional responsibility for the incident) to co-manage an incident through a common set of objectives and strategies. Agencies' accountability, responsibilities and authorities remain intact.

Vital Records – Records or documents, for legal, regulatory, or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business or provide essential services.

Vulnerability – Susceptibility to a physical injury or attack. Vulnerability refers to the susceptibility to hazards.

Vulnerability Analysis – A Vulnerability Analysis is a determination of possible hazards that may cause harm; a systemic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, emergency services, security, and safety systems at a particular facility or within a jurisdiction.

AUTHORITY OF EMERGENCY RESPONSE AGENCIES

Position/Agency	Authorities	Authority
Governor	★ Delegation of Authority to HSEM Director.	RSA 21 P-37
	★ Declaration of state of emergency.	
	★ Ordering Evacuation.	
	★ Ordering other Protective Actions.	
Department of Agriculture	★ Regulation of Food Handling, Preparation, Storage, & Distribution.	RSA 426
	★ Environmental Sampling.	RSA 107
Department of Education	★ Assist in Coordination of Emergency Response Activities of School Districts.	RSA 21
Department of Employment Security	★ Actions & Provisions as Specified in the Disaster Relief Act of 1974.	RSA 108
Department of Environmental Services	★ Control of Public Water Supplies.	RSA 149
	★ Environmental Sampling.	
Department of Health & Human Services: Division of Community & Public Health Services	★ Radiological Waste Disposal.	RSA 125
	★ Transportation of Patients and Use of Vehicles as Ambulances.	RSA 151
	★ Response Expenses.	RSA 161
	★ Reciprocal Agreements.	
Division of Human Services	★ Emergency Social Services.	RSA 161
	★ Referral services for Evacuees.	
	★ Emergency Shelter.	RSA 126
Department of Natural & Cultural Resources (DNCR)	★ Access & Traffic Control in State Parks & Forests.	RSA 218 RSA 12
Department of Safety Division of Fire Safety & Emergency Management	★ Direction of Emergency Response Organization.	RSA 21
	★ Control of Emergency Communications.	
	★ Request Federal and Regional Assistance.	
	★ Actions & Provisions of the Disaster Relief Act of 1974.	RSA 108
	★ NH Radiological Emergency Response Plan.	RSA 21/125
Pupil Transportation	★ Direct Resources of Bus Services.	RSA 265
State Police	★ Access Control.	RSA 106
	★ Support to Local Police.	
	★ Support to Traffic Control.	
	★ Crime Prevention & Control.	
	★ Request for Regional Law Enforcement Assistance.	NESPAC
Emergency Management	★ Local Organization for Emergency Management	RSA 21-P:39
	★ Immunity and Exemption	RSA 21-P:41

Position/Agency	Authorities	Authority
Department of Transportation	★ Utilize Traffic Control Devices.	RSA 228
	★ Clearing Roads of Vehicles, Debris, & Snow.	
	★ Installing Evacuation Route Signs.	
Fish & Game Department	★ Support DPHS Special Environmental Sampling & Monitoring of Shellfish.	RSA 206
	★ Access & Traffic Control in Remote Areas.	RSA 211
	★ Notification & Evacuation of Individuals in Outdoor Recreational Areas.	RSA 208
NH National Guard	★ Mobilization of Reserves for Protracted Emergency Period. General Support.	RSA 110
Fire Department	★ NH Statutes and Codes; Chapter 154, Firewards, Firefighters and Fire Hazards. ★ Authority of Fire Officer in Charge; RSA154:7.	Chapter 154 RSA 154:1 to 154:34
Police Department	★ NH Statutes and Codes; Title VII, Chapter 105 A – Police Officers and Watchmen	Chapter 105 A
Public Utilities Commission	★ Consider Implementation of Emergency Regulations.	RSA 107:B
	★ Provide State Emergency Response Organization additional Nuclear Facility Onsite Information.	
	★ Monitor Performance of Utilities Emergency Response.	
Civil Air Patrol	★ Transportation of Passengers & Equipment.	LOA
	★ Aerial Reconnaissance of Surface Traffic.	
	★ Air & Ground Search and Rescue.	
	★ Airborne Damage Assessment.	
	★ Aerial Radiological Monitoring.	
	★ Radio Communication Support.	
	★ Courier & Message Service.	
U.S. Coast Guard	★ Controlling Access to EPZ by Sea.	Title 33, CFR Parts 165.20 & 160.111
	★ Marine Emergency Notification to Commercial & Pleasure Craft.	
Federal Agencies	★ Authorities of Public Law 93-288, as amended, <i>the Robert T. Stafford Disaster Relief & Emergency Assistance Act.</i>	PL 93-288
*RSA = (New Hampshire Revised Statutes Annotated) of the State Emergency Management Act		

EMERGENCY MANAGEMENT STATUTES – CHAPTER 21P

Selected sections pertaining to Local Emergency Management

21-P: 34 Purposes

The emergency management powers are conferred upon the governor and upon other executive heads of governing bodies of the state; the creation of local organizations for emergency management in the political subdivisions of the state is authorized

21-P: 35 Definitions

"Emergency management" means the preparation for and the carrying out of all emergency functions resulting from the occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or human-caused cause, including but not limited to fire, flood, earthquake, windstorm, wave actions, technological incidents, oil or chemical spill, or water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, or riot.

"Local organization for emergency management" means an organization created in accordance with the provisions of this subdivision by state, county, or local authority to perform local emergency management functions.

"State of Emergency" means that condition, situation, or set of circumstances deemed to be so extremely hazardous or dangerous to life or property that it is necessary and essential to invoke, require, or utilize extraordinary measures, actions, and procedures to lessen or mitigate possible harm.

21-P: 39 Local Organization for Emergency Management.

- I. Each political subdivision of the state shall establish a local organization for emergency management in accordance with the state emergency management plan and program. Each local organization for emergency management shall have a local director who shall be appointed and removed by the county commissioners of a county, the city council of a city, or Select Board of a town and who shall have direct responsibility for the organization, administration, and operation of such local organization for emergency management, subject to the direction and control of such appointing officials. Each local organization shall have jurisdiction only within its respective political subdivision and the director appointed by that political subdivision shall be responsible to his or her appointing authority. The appointing authority may appoint one of its own members or any other citizen or official to act as local director and shall notify the state director in writing of such appointment. If a local director is removed, the state director shall be notified immediately. Each local organization for emergency management shall perform emergency management functions within the territorial limits of the political subdivision within which it is organized.
- II. Until a local director has been appointed, the chief elected official shall be responsible for the organization, administration, and operation of such local organization for emergency management.
- III. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property and providing emergency assistance to the victims of such disaster. Each political subdivision may exercise the powers vested under this section in the light of the exigencies of the extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law, excepting mandatory constitutional requirements, pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials and the appropriation and expenditure of public funds.

- IV. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may meet at any place within or without the territorial limits of such political subdivision and shall proceed to establish and designate by ordinance, resolution, or other manner, alternate or substitute sites or places as the emergency temporary location or locations of such government where all or any part of the public business may be transacted and conducted during the emergency situation. Such sites or places may be within or without the territorial limits of such political subdivision but shall be within this state.

21-P: 40 Mutual Aid Arrangements

The local director of each local organization for emergency management may, with the approval of the commissioner and in collaboration with other public and private agencies within this state, develop or cause to be developed mutual aid arrangements for reciprocal emergency management aid and assistance in case of disaster too great to be dealt with unassisted. Such arrangements shall be consistent with the state emergency management plan and program and in time of emergency it shall be the duty of each local organization for emergency management to render assistance in accordance with the provisions of such mutual aid arrangements. Parties shall be entitled to the same immunities and exemptions as provided in RSA 21-P:41.

21-P: 41 Immunity and Exemption

- I. All functions under this subdivision and all other activities relating to emergency management are hereby declared to be governmental functions. Neither the state nor any of its political subdivisions nor any agency of the state or political subdivision, nor any private corporations, organizations, or agencies, nor any emergency management worker complying with or reasonably attempting to comply with this subdivision, or any order or rule adopted or regulation promulgated pursuant to the provisions of this subdivision, or pursuant to any ordinance relating to precautionary measures enacted by any political subdivision of the state, shall be liable for the death of or injury to persons, or for damage to property, as a result of any such activity. The provisions of this section shall not affect the right of any person to receive benefits to which he or she would otherwise be entitled under this subdivision, under the workers' compensation law, or under any retirement law, nor the right of any such person to receive any benefits or compensation under any act of Congress.
- II. Any requirement for a license to practice any professional, mechanical, or other skill shall not apply to any authorized emergency management worker who shall, in the course of performing his or her duties as such, practice such professional, mechanical, or other skill during an emergency.
- III. As used in this section the term "emergency management worker" includes any full or part-time paid, volunteer, or auxiliary employee of this state, other states, territories, possessions, the District of Columbia, the federal government, any neighboring country, or of any political subdivision of such entities, or of any corporation, agency or organization, public or private, performing emergency management services at any place in this state subject to the order or control of, or pursuant to a request of, the state government or any of its political subdivisions.
- IV. Dentists licensed in this state, nurses registered in this state, student nurses undergoing training at a licensed hospital in this state, or emergency medical care providers licensed under RSA 153-A, during any emergency, shall be regarded as authorized emergency management workers and while so engaged may practice, in addition to the authority granted them by other statutes, administration of anesthetics; minor surgery; intravenous, subcutaneous and intramuscular procedures; and oral and topical medication under the general but not necessarily direct supervision of a member of the medical staff of a legally incorporated and licensed hospital of this state and to assist such staff members in other medical and surgical procedures.

- V. Any emergency management worker, performing emergency management services at any place in this state pursuant to agreements, compacts or arrangements for mutual aid and assistance, to which the state or one of its political subdivisions is a party, shall possess the same powers, duties, immunities and privileges the worker would ordinarily possess if performing his or her duties in the state or political subdivision in which normally employed or rendering services.
- VI. Any emergency management worker shall:
- (a) If the worker is an employee of the state, have the powers, duties, rights, and privileges and receive the compensation incidental to his or her employment.
- (b) If the worker is an employee of a political subdivision of the state, whether serving within or without such political subdivision, have the powers, duties, rights, privileges, and immunities and receive the compensation incidental to his or her employment; and
- (c) If the worker is not an employee of the state or one of its political subdivisions, be entitled to the same rights as to compensation for injuries as are provided by law for the employees of this state. The emergency management personnel shall, while on duty, be subject to the operational control of the authority in charge of emergency management activities in the area in which they are serving and shall be reimbursed for all actual travel and subsistence expenses incurred under orders issued by the director.

Section 21-P: 42 Private Liability

Any person owning or controlling real estate or other premises or private property who grants a license or privilege or otherwise permits the designation or use of the whole or any part or parts of such real estate or premises or private property for the purpose of compliance or attempting to comply with this subdivision during an actual or impending emergency or practice exercise, together with his or her successors in interest, if any, shall not be civilly liable for negligently causing the death of, or injury to, any person on or about such real estate or premises or private property or loss of, or damage to, the property of such person.

Section 21-P: 43 Appropriations and Authority to Accept Services, Gifts, Grants and Loans

Each political subdivision may make appropriations in the manner provided by law for making appropriations for the ordinary expenses of such political subdivision for the payment of expenses of its local organization for emergency management. Whenever the federal government or any federal agency or officer offers to the state, or through the state to any of its political subdivisions, services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the state, acting through the governor, commissioner, or such political subdivision, acting with the consent of the governor and through its executive officer, city council, or Select Board, may accept such offer, subject to the terms of the offer and the rules and regulations, if any, of the agency making the offer. Whenever any person, firm or corporation offers to the state or to any of its political subdivisions services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the state, acting through the governor, or such political subdivision, acting through its executive officer, city council, or Select Board, may accept such offer, subject to its terms.

Section 21-P: 44 Utilization of Existing Services and Facilities

In carrying out the provisions of this subdivision, the governor, executive heads of state agencies and local executive officers of the political subdivisions of the state shall utilize the services, equipment, supplies and facilities of existing departments, offices and agencies of the state and its political subdivisions to the maximum extent practicable and the officers and personnel of all such departments, offices and agencies are directed to cooperate with and extend such services and facilities to the governor and to the emergency management organizations of the state upon request.

Section 21-P: 45 Enforcement

It shall be the duty of every organization for emergency management established under this subdivision and of the officers of such organization to execute and enforce such orders, rules and regulations as may be made by the governor under authority of this subdivision or RSA 4:45.

Section 21-P: 46 New Hampshire Emergency Response and Recovery Fund

There is hereby established a New Hampshire emergency response and recovery fund. The fund shall provide a source for the matching funds required as a commitment to secure Federal Emergency Management Agency relief assistance grants for costs incurred in disasters declared by the President of the United States. The fund shall be non-lapsing and continually appropriated to the department of safety.

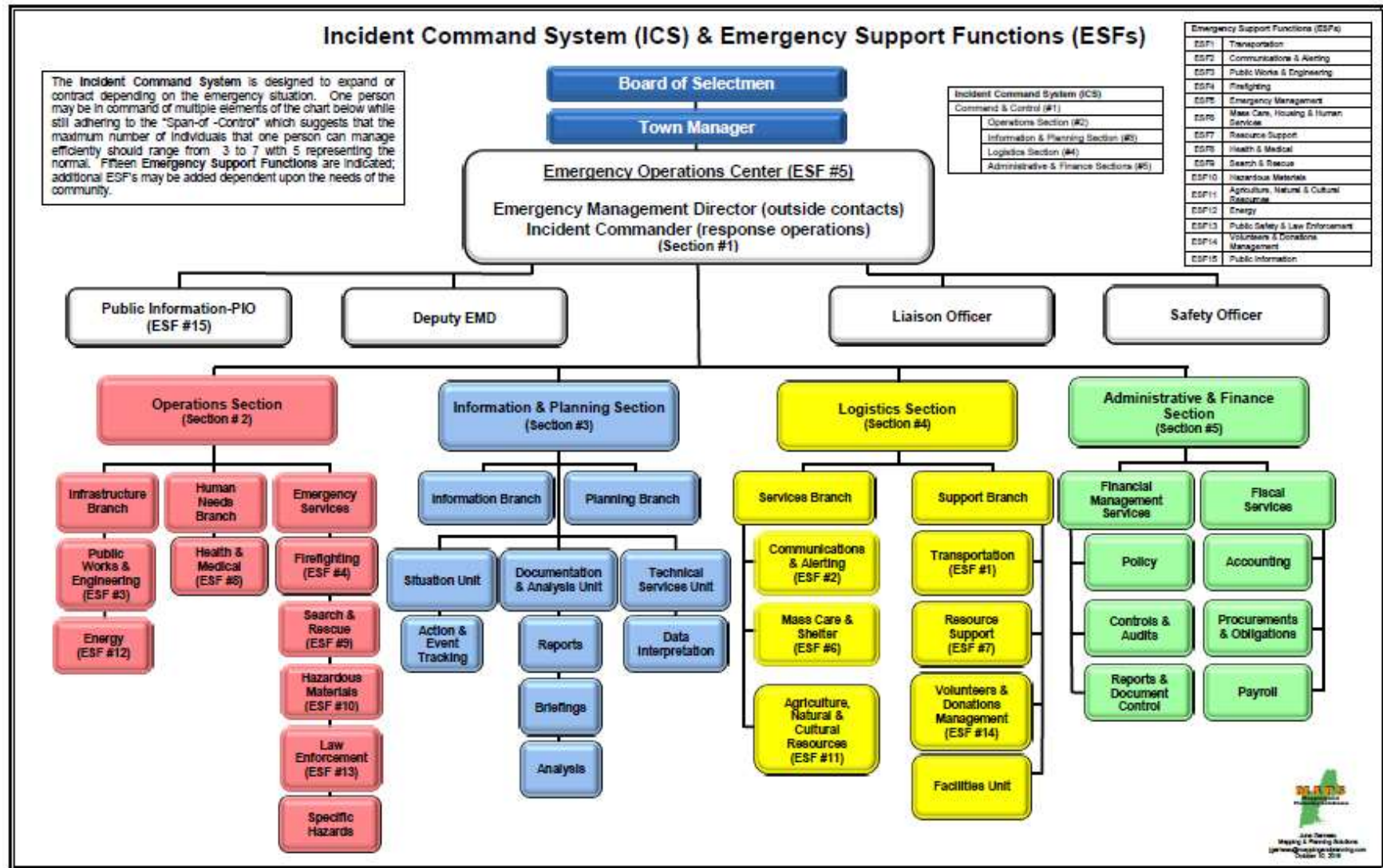
Section 21-P: 47 Penalty

If any person violates or attempts to violate any order, rule, or regulation made pursuant to this subdivision, such person shall be guilty of a misdemeanor.

Sections of the Emergency Management Statutes, Section 21 P that were omitted from this plan include:

- **21-P:36 Division of Homeland Security and Emergency Management**
- **21-P:36-a Assistant Director of the Division of Homeland Security and Emergency Management; Retirement System** [Repealed 2012, 226:4, III, eff. June 16, 2012.]
- **21-P:37 Emergency Management Powers Conferred**
- **21-P:37-a State Policy for Service Animals**
- **21-P:37-b Agreement Resulting From Disaster Declaration**
- **21-P:38 Emergency Management Powers and Duties Regarding Communications Systems**
- **21-P:48 Advisory Council on Emergency Preparedness and Security**

INCIDENT COMMAND SYSTEM (ICS) CHART



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CHAPTER 8 – FORMS

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For ICS Forms go the National Incident Management System (NIMS) Incident Command System Forms Booklet which contains a complete collection of reproducible ICS forms:
http://www.fema.gov/media-library-data/20130726-1922-25045-7047/ics_forms_12_7_10.pdf

For ICS Forms in word-fillable format, go to:
<http://training.fema.gov/EMIWeb/is/ICSResource/icsforms.htm>

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DAILY SHELTER REPORT - GORHAM**DAILY SHELTER REPORT***Town of Gorham*

Shelter Location: _____ Date of Report: _____

Current Status:

Anticipated Needs:

Number of persons sheltered: Today: _____ To Date: _____

Number of meals served: Today: _____ To Date: _____

Problems/ Concerns:

Plan:

Person Completing Report: _____ Date: _____

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RECEIPT OF DONATED GOODS & CASH - GORHAM

RECEIPT FOR DONATED GOODS AND CASH

Town of Gorham

Name of Donor: _____ Date: _____

Street Address: _____

Town: _____ State: _____ Zip: _____

Phone number: _____ Email: _____

Description of item

Quantity

Signature: _____

Donations Center Staff

Date

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VOLUNTEER REGISTRATION FORM - GORHAM

**VOLUNTEER REGISTRATION
EMERGENCY OPERATIONS PROGRAM**

Town of Gorham

Name: _____ Date: _____

Address: _____ Contact Number: _____

PLEASE CHECK ANY OF THE FOLLOWING IN WHICH YOU HAVE EXPERTISE AND TRAINING.

☐ First Aid (current card: Yes___ No___)
☐ CPR (current card: Yes___ No___)
☐ Triage
☐ Construction
☐ Search & Rescue
☐ Law Enforcement
☐ Multi-Lingual (Languages: _____)
☐ Food Preparation
☐ Bus/Truck Driver
☐ Commercial Driver's License
☐ Ham Radio Operator

☐ Structural Engineer
☐ Shelter Management
☐ Waste Disposal
☐ Recreational Leader
☐ Physician
☐ Nurse
☐ Mental Health Worker
☐ Other _____
☐ Other _____
☐ Other _____
☐ Other _____

Do you have equipment or access to equipment or materials which could be used in an emergency? Yes: _____
No: _____

Please list equipment and materials

Special Interests

Availability

Signature of Volunteer: _____ Date: _____

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FUNCTIONAL NEEDS FORM**Town of Gorham**

Do you require assistance in an emergency? Filling out this form could provide emergency responders with valuable information that can help them better assist you at the time of an emergency.

Please fill out and return this form to _____ as soon as possible. If someone you know requires assistance during an emergency, please urge them to complete and return this form. This form should be filled out each year to keep our records up to date.

*This information will be kept confidential and is for local official use only. This information is being requested on a **volunteer** basis and is for informational purposes for town officials and emergency responders if needed. Submitting this form **does not represent a guarantee** of services based on specific needs but may serve as a useful document at the time of an emergency. It is the responsibility of the person submitting this form to update this information.*

Yes/I am the person who will need assistance during an emergency:

Name: _____

Address: _____

City/State/Zip: _____

Phone (Home): _____

Phone (Cell): _____

Email: _____

Relative/person we can notify to assist you in an emergency:

Name: _____

Address: _____

City/State/Zip: _____

Phone (Home): _____

Phone (Cell): _____

Phone (Work): _____

Please mark an “X” in EACH box that applies to your needs:

Mobility & Transportation Issues

- ☐ I have significant mobility issues
- ☐ I must use a wheelchair to get around
- ☐ I must use a walker/cane to get around
- ☐ I will need special assistance to evacuate my home as I am a person of size
- ☐ I will need wheelchair accessible transportation to successfully evacuate
- ☐ I will need an ambulance to successfully evacuate

Medical Issues

- ☐ I require the use of oxygen
- ☐ I have hearing difficulties; my TTY number is _____
- ☐ I have special dietary needs

Other

- ☐ I do not speak English
- ☐ I have a service animal; he/she is a _____ and weighs _____ pounds

Signature of person needing assistance _____ Date: _____

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AMERICAN RED CROSS SAFE & WELL

American Red Cross Safe and Well Registration Form

“Have you contacted your loved ones yet?”

The American Red Cross can assist you in telling your loved ones that you are safe and well. If you complete this form, your information will be entered into the American Red Cross Safe and Well website at www.redcross.org/safeandwell where your loved ones can search for information about you. Family members or loved ones will enter your name and address or phone number. Results will show your first and last name, the date and time of registration, and the messages you selected to tell your story. Other identifying information, such as your current location, date of birth, email address, and phone number will not be made available to those who search. The American Red Cross may use this information to provide disaster relief services such as family reunification, and may share it with other organizations involved in providing disaster relief.

ARC Instructions for Using Form				
Use this form when there is no internet connectivity available and someone wishes to register on the Safe and Well website. Forms should be taken to the nearest location for data entry into the Safe and Well website. Treat the form as confidential information and shred it following data entry.				
CLIENT INFORMATION				
FIRST NAME (N/A IF REGISTERING AS AN ORGANIZATION)			LAST NAME (OR ORGANIZATION NAME)	
EMAIL ADDRESS (SUGGESTED)			DATE OF BIRTH (SUGGESTED)	
PRE-DISASTER HOME INFORMATION				
PRIMARY PHONE		WORK PHONE (SUGGESTED)		OTHER PHONE (SUGGESTED)
HOME ADDRESS		CITY	STATE	ZIP
BEST CURRENT CONTACT INFORMATION				
ADDRESS		CITY	STATE	ZIP
SAFE AND WELL MESSAGES				
(Check boxes next to the appropriate messages to make your selections)				
<input type="checkbox"/> I am safe and well <input type="checkbox"/> Family and I are safe and well <input type="checkbox"/> Currently at shelter <input type="checkbox"/> Currently at home <input type="checkbox"/> Currently at family member/friend's house <input type="checkbox"/> Currently at a hotel <input type="checkbox"/> I am safe and in the process of evacuating		<input type="checkbox"/> I am evacuating to a shelter <input type="checkbox"/> I am evacuating to the house of a family member/friend <input type="checkbox"/> I have evacuated and I am safe <input type="checkbox"/> I am currently/remaining at home <input type="checkbox"/> Will make phone calls when able <input type="checkbox"/> Will email when able <input type="checkbox"/> Will mail letter/postcard when able		
CUSTOM MESSAGE				
You may also add your own short message, up to 255 characters. Please take care that your message is appropriate for the public, and do not include names or details if doing so could be harmful to you or others.				
For ARC Use Only				
Date and Time Entered		DRO Number /Location		Print Name or Enter DSHR No.

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The Town of Gorham

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***Gorham Fire & EMS***

Photo Credit: Gorham NH Fire & EMS Facebook page
facebook.com/pg/GorhamFireEMS/about/

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