

2017

**GREENFIELD
EMERGENCY
OPERATIONS PLAN**

**Final
September 5,
2017**

THE OWNER OF THIS COPY OF THE PLAN IS:

Name _____

Title _____

WEB EOC Password _____

Plan Number _____

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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*Cover Photos: Photos taken from ICS Training Manual; FEMA and other HSEM and FEMA websites
Photos by June Garneau unless otherwise noted*

GREENFIELD EMERGENCY OPERATIONS PLAN – 2017

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ACKNOWLEDGEMENTS

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

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Greenfield Emergency Operations Planning Team

The Town of Greenfield 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 and every one of you. This Plan would not exist without your knowledge and experience. The Town of Greenfield also thanks the Federal Emergency Management Agency and NH Homeland Security & Emergency Management as the primary funding sources for the Plan.

Acronyms associated with titles above:

CMRC	Crotched Mountain Rehabilitation Center
EMD	Emergency Management Director
DEMD	Deputy Emergency Management Director
EMT	Emergency Medical Technician
GES	Greenfield Elementary School
HSEM	Homeland Security & Emergency Management
MAPS	Mapping and Planning Solutions

For more acronyms and abbreviations see Chapter 9

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CHAPTER 1 – INTRODUCTION

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FOREWORD



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

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

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

- Greenfield Emergency Operations Plan 2017the Plan or this Plan
- Greenfieldthe Town
- Emergency Management Directorthe EMD
- Emergency Operations Planning Team.....the Team
- Mapping and Planning SolutionsMAPS
- Mapping and Planning Solutions Planner.....the Planner
- NH Homeland Security & Emergency ManagementHSEM
- Federal Emergency Management AgencyFEMA

This Plan addresses one jurisdiction, the Town of Greenfield, NH.

EMERGENCY OPERATIONS PLAN (EOP) DEFINITION

The Greenfield, 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 situation 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, responsibilities, resources and capabilities within the particular functional area. Other agencies have been designated as support agencies for one or more of the ESF(s) based upon their expertise, resources and capabilities to support the functional areas.

The 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 Greenfield, 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 in order 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

- 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

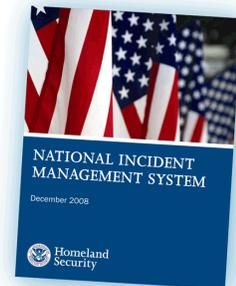
The National Incident Management System (NIMS) and the Incident Command System (ICS) are models for command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life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

The command function is directed by the Incident Commander (IC), who is the person in charge at the incident and who must be fully qualified to manage the response. The Incident Command 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 December 2008. The Greenfield 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 providing assistance. 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, General Responsibilities**, includes the “general responsibilities” for all Lead and Support Agencies that are identified within the Plan.
- **Chapter 6, Emergency Support Functions (ESFs)**, delineates 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 6. 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

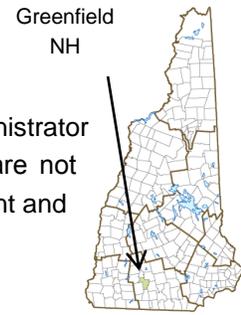
ESF #15: Public Information

- **Chapter 7, Hazard Specific Annex**, describes specific hazard situations and emergency responder check lists of responsibilities for each identified hazard.
- **Chapter 8, Resource Inventory List**, provides both a categorical and alphabetical list of resources available to the Emergency Management Director (EMD) and other emergency responders.
- **Chapter 9, Administrative Documents & Reference Materials**, serve as points of reference and information and includes; record of revisions and changes, Statement of Adoption, signatory page, NIMS resolution, acronyms, terms and definitions, emergency authorities and statutes and annual concurrence forms.
- **Chapter 10, ICS & Miscellaneous Forms**, includes commonly used ICS forms and other forms as requested by the Town.

SITUATION

TOWN GOVERNMENT

A three-member Selectboard governs the Town of Greenfield with a Town Administrator overseeing the day-to-day operations. The Town's departments include, but are not limited to Fire, Police, Public Works, Planning, Library, Zoning Board of Adjustment and Conservation Commission.



THE TOWN

Greenfield is located in Hillsborough County in the Monadnock Tourist Region in the south-central part of New Hampshire. The Town is bordered by Bennington and Frankestown to the north, Lyndeborough to the east, Temple to the south and Peterborough and Hancock to the west. The Town is probably most well-known for the Crotched Mountain Rehabilitation Center (CMRC) and Greenfield State Park.

DEMOGRAPHICS & HOUSING

Over the last 30 years, the population of Greenfield has increased drastically; the population change from 1980 to 2010 showed an increase of 777 according to US Census 2010. Greenfield's population in 2015 was estimated to be 1,817 according to the 2016 NH Office of Energy and Planning (OEP). The American Community Survey (ACS) 2010-2014 estimates a total of 676 housing units, most of which are single family (614). Multiple-family structures total 62 and mobile homes and other housing units number 0. The median household income is estimated to be \$70,833 (ACS 2010-2014) and the median age is 46.9 years.

EDUCATION & CHILD CARE

Students in grades Pre-K-12 are part of the Contoocook Valley School District which includes the surrounding towns of Antrim, Bennington, Dublin, Frankestown, Hancock, Peterborough, Sharon and Temple. Grades Pre-K - 4 are housed in Greenfield Elementary School, grades 5-8 attend South Meadow School in Peterborough and grades 9-12 attend ConVal Regional High School in Peterborough.

There are no "in-home" licensed child care facilities in Greenfield. However, there is Pre-K at the Greenfield Elementary School and Wonderworks Learning Center at Crotched Mountain Rehabilitation Center for the employees of the center and children who live in the surrounding area. There are no colleges or universities located in Greenfield, but several are located in nearby towns.

NATURAL FEATURES

The Town of Greenfield covers approximately 26.5 square miles of land area located in the scenic Monadnock Region tourism region of New Hampshire. Vegetation is typical of northern New England including both deciduous and conifer forests, open fields, swamp and riverine areas. Greenfield's terrain lends itself to an abundance of lakes, ponds, streams and rivers, most notably, Otter Lake in Greenfield State Park and Powder Mill Pond on its western border. Two other lakes in Town are Zephyr and Sunset Lakes.

TRANSPORTATION

There are two major roadways that run through Greenfield. NH Route 31 runs north-south from Bennington in the north to Lyndeborough in the south. NH Route 136 runs east-west from Peterborough in the west to Frankestown in the east. Other smaller less traveled roads lend access to other parts of the Town. There are 13 miles of paved roads and 25 miles of gravel roads in Greenfield.

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 in order to save lives, relieve human suffering, sustain survivors, protect property and repair essential facilities.

PLANNING ASSUMPTIONS

An emergency or disaster can occur in Greenfield 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 wide spread 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 immediate life-sustaining relief to individuals and families not normally available from government resources. Should local and/or state agencies need assistance, the Town will provide the necessary information, guidance and coordination of relief efforts.
- Local and state emergency operations plans 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 provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to and recovering from the effects of an emergency or disaster.
- 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.

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CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES AND HAZARD ANALYSIS

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CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

EMERGENCY OPERATION CENTERS

The Town of Greenfield maintains an Emergency Operations Center (EOC) as part of the Town's emergency preparedness program. The EOC is where department heads, government officials and volunteer agencies gather to coordinate their response to 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 the EMD decides that the situation is serious enough to require a coordinated and other-than-routine response.

The Greenfield Fire Station is the designated EOC for Greenfield. If need be, and the Fire Station is not available, the Town Office may be used as 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.

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 Greenfield has an appointed Emergency Management Director and two appointed Deputy Emergency Management Directors (DEMDs).



The Fire Station has an emergency generator, bathroom facilities, two showers and full kitchen facilities. The building is capable of accommodating the basic needs of the EOC staff at all levels of operation. The Greenfield Town Office has a generator, bathroom and a shower (Police Department). Full kitchen facilities are located across the street at the Greenfield Meeting House.

LAW ENFORCEMENT

The Police Department staffs a full-time Chief, two full-time officers and five part-time officers. The Greenfield Police Department maintains coverage through a mix of scheduled officers, on-call and mutual aid. Greenfield Police Officers are well-trained in the delivery of police services in an atmosphere of regional cooperation and have found value in working with other town and regional agencies, sharing resources, training and experience to provide a superior quality of life for the residents and visitors of Greenfield. The Greenfield Police Department has mutual aid agreements with the surrounding towns' Police Departments, NH State Police-Troop B and the Hillsborough County Sheriff's Department.

FIRE, EMS & MEDICAL FACILITIES

The Greenfield Fire Department is a volunteer fire department providing quality fire and emergency medical services (EMS) to the residents and visitors of Greenfield 24 hours a day, 365 days a year. The Department staffs a part-time Chief, 20 on-call firefighters and EMS volunteers and operates one station within the Community. The Greenfield Fire Department participates in Keene Mutual Aid and with area departments. Emergency medical transportation is contracted with Peterborough Fire Rescue.



Greenfield's closest medical facilities are Monadnock Community in Peterborough (6 miles, 25 beds) and depending on the injury; hospitals in Manchester may be utilized. For hazmat related events Greenfield will contact Keene Fire Department and/or Souhegan Mutual Aid Response Team (SMART) out of Nashua which have personnel well-trained in HazMat events.

GREENFIELD DEPARTMENT OF PUBLIC WORKS

The Greenfield Department of Public Works operates on a year-round, 24-hour basis as needed. The Department staffs a full-time Roads Manager with two full-time and one seasonal part-time employee depending on the time of year, and a full-time Building & Grounds Manager. The Department of Public Works' mission is to support the citizens of Greenfield through the safe operation, proper maintenance and future development of local roads, supporting infrastructure and utilities in a manner that is cost conscience without sacrificing quality.

Posting of load limits, road closings and sanitation also fall under the responsibilities of the Department of Public Works. Heavy equipment and other resources located at the Department of Public Works Garage are vitally important to the Town at the time of an emergency.

EMERGENCY SHELTER(S)

The primary shelter is the location to which evacuees are directed at the time of an emergency. In Greenfield, the designated primary shelter is the Town Office with food services provided across the street at the Meeting House. If the need arises and the Town Office is not available, the Barbara C. Harris Center, Greenfield Elementary School or CMRC could be utilized as secondary shelters. Residents could also be urged to seek alternative arrangements with friends and family or in regional shelters.



Greenfield Elementary School has a generator hook-up, a full kitchen, a bathroom and shower facilities. Crotched Mountain Rehabilitation Center has a generator, full kitchen facilities and bathroom facilities including a shower. Should American Red Cross (ARC) and the Greater Monadnock 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 communication's towers were considered to be 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 Greenfield Hazard Mitigation Plan (2014), located at the Town Office, should be consulted for a detailed discussion on this topic.

From an emergency operations planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be planned for and what resources are likely to be 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
- Critical Infrastructure and Key Resources (CIKR) Hazard Risk Assessment

GREENFIELD'S HAZARDS

The 2014 Greenfield Hazard Mitigation Plan (HMP) identifies 17 hazards, as listed in the table on the following page. Based on the topography and the climate of Greenfield, it is very likely there will be future disaster events.¹ Based on the analysis provided in the 2014 HMP, it appears that Tornado, Severe Wind, Extreme Winter Weather and HazMat Spills are the most likely natural hazards to occur in Greenfield.

Using the 2014 Greenfield Hazard Mitigation Plan an analysis was done to determine which hazards would most likely not require the opening of the Emergency Operations Center (indicated in red font); Drought, Extreme Heat, Lightning, Subsidence, Radon, Landslide and Avalanche; these are not included in *Chapter 7, the Hazard Specific Annex*.

CRITICAL INFRASTRUCTURE HAZARD RISK ASSESSMENT

Primary Critical Infrastructure and Key Resources (CIKR) and evacuation routes within Greenfield were identified. In addition, the extent of risk exposure to each of the identified hazards for the Town's Critical Infrastructure & Key Resources was assessed using a scale of 1-5, with 1 being "Very Low" and 5 being "Very High". The analysis revealed that the Town Garage and Crooked Mountain Rehabilitation Center are the CIKRs most susceptible to risk and the most likely hazard to occur is Extreme Winter Weather and HazMat Spills. It is noted that evacuation routes, bridges and other CIKR may also be at risk. See table on page 23.

¹ Town of Greenfield, Hazard Mitigation Plan Update 2014; Southwest Region Planning Commission

The chart below was taken from the 2014 Greenfield Hazard Mitigation Plan²

The Committee members completed a Risk Assessment all of the types hazards identified in Chapter III. Appendix B provides a detailed methodology for the Risk Assessment. The process involved assigning Low, Medium, or High values (numerically 1, 2 or 3) to each hazard type for its possible impact to Human, Property, and Business factors (vulnerability). (A score of zero was given if the hazard was non-applicable). To assess probability, a 1, 2, or 3 value was assigned to each hazard type with respect to the probability that the hazard would occur in the next 25 years (See Appendix B for specific methodology). The Severity was calculated by determining the average of the Human, Property, and Business impacts. Risk was calculated by multiplying severity by probability. Low-Medium-High (1-2-3) risk was assigned as shown below.

0-1.9- Low 2.0-3.9- Low-Med 4-5.9- Med 6-7.9- Med-High 8-9- High

Risk Assessment

	Human Impact	Property Impact	Business Impact	Probability	Severity	Risk	Risk
	Probability of death or injury	Physical Losses and damages	Interruption of Service	likelihood this will occur in 25 years	Avg. of Human/Property/Business	Severity x Probability (Relative Threat)	
Flooding	2	3	2	3	2.3	6.9	Med-High
Riverine Flooding	2	3	2	3	2.3	6.9	Med-High
Drought	1	1	1.5	3	1.2	3.6	Low- Med
Extreme Heat	3	3	2	3	2.7	8.1	High
Wild Fire	2	2.5	2	2	2.2	4.4	Med
Lightning	2.5	2.5	2.5	3	2.5	7.5	Med-High
Tornado	3	3	3	3	3	9	High
Hurricane	3	3	3	2	3	6	Med-High
Earthquake	2	2	2	1	2	2	Low- Med
Subsidence	.5	.5	1	.5	.7	.4	Low
Radon	.5	.5	.5	.5	.5	.3	Low
Severe Wind	3	3	3	3	3	9	High
Extreme Winter Weather	3	3	3	3	3	9	High
Landslide	1.5	1	1	1	1.2	1.2	Low
Avalanche	1.5	1	1	1	1.2	1.2	Low
HazMat Spills	3	3	3	3	3	9	High
Dam Failure*	3	3	3	1	3	3	Low- Med

* The only dam failure considered is the McDowell Dam in Peterborough

² Town of Greenfield, Hazard Mitigation Plan Update 2014, Southwest Region Planning Commission

CRITICAL INFRASTRUCTURE & KEY RESOURCES - HAZARD VULNERABILITY

Greenfield Emergency Response Facilities									Risk by Hazard
Risk Scoring	Critical Facility	Fire Station	Town Garage	Town Office	Police Station	Crotched Mountain Rehabilitation Center	Greenfield Elementary	Greenfield Public Library	
1 = Very Low	Facility Use at the time of an Emergency	Emergency services	Heavy equipment, Sand & Gravel; Transfer Station	Town Government, Building & Grounds & Primary Shelter	Emergency Services	Possible Shelter	Possible Shelter	Cooling & Warming Place	
2 = Low									
3 = Moderate									
4 = High									
5 = Very High									
Natural & Human-caused Hazards	Flooding	1	3	1	1	1	1	1	9
	Riverine Flooding	1	1	1	1	1	1	1	7
	Drought	1	1	2	1	1	1	1	8
	Extreme Heat	1	1	1	1	1	2	2	9
	Wild Fire	2	3	2	2	4	2	2	17
	Lightning	2	2	3	3	3	2	2	17
	Tornado	2	2	2	2	2	2	2	14
	Hurricane	2	2	2	2	2	2	2	14
	Earthquake	2	2	2	2	2	2	2	14
	Subsidence	2	2	2	2	2	2	2	14
	Radon	1	1	1	1	1	1	1	7
	Severe Wind	1	3	1	1	3	1	1	11
	Extreme Winter Weather	3	3	3	3	3	3	3	21
	Landslide	1	1	1	1	1	1	1	7
	Avalanche	1	1	1	1	1	1	1	7
	HazMat Spills	3	3	3	3	3	3	3	21
	Dam Failure (McDowell Dam, Peterborough)	1	1	1	1	1	1	1	7
Mass Casualty Incident	1	1	1	1	1	1	1	7	
Risk by CIKR		28	33	30	29	33	29	29	204

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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 located in *Chapter 6, Emergency Support Functions*.

Each ESF has been assigned a number of responsibilities to support response operations in an emergency situation. 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 6, 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 9). 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 civil 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 / PROTECTION

Preparedness/Protection 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:

- Communications and alerting in support of agency notifications and EOC operations.
- Initial planning & 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 communications, 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 9), 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 Selectboard 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 AND CONTROL SECTION (WHITE SECTION OF EOC CHART IN CHAPTER 9)

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

OPERATIONS SECTION (RED SECTION OF EOC CHART IN CHAPTER 9)

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 and resource requests and to organize and direct appropriate response actions.

INFORMATION & PLANNING SECTION (BLUE SECTION OF EOC CHART IN CHAPTER 9)

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

LOGISTICS SECTION (YELLOW SECTION OF EOC CHART IN CHAPTER 9)

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 9)

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

The ICS chart in Chapter 9 identifies the ESFs and the functional activities within each of the five sections 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 9 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:

- Keene Mutual Aid (Fire & EMS) and/or Hillsborough County Sheriff's Department (Police) would be alerted to the emergency by E-911, town departments, citizen reports, from state agencies or other sources. Notifications to the EMD would be made if necessary.
- The NH State Police and/or other mutual aid agencies will respond if the situation requires further law enforcement and would be called in by the Greenfield Police Department or the Hillsborough County Sheriff's Department if needed. The Emergency Management Director would also 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.
- Like other small towns, the reality of an emergency situation may warrant flexible management in the EOC.

ACTIVATION AND DEPLOYMENT

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

- The EOP will be utilized to address particular requirements of a given disaster or emergency situation. Selected functional ESFs will be activated based upon the nature and scope of the event and the level of state support needed to respond.
- Based upon the requirements of the situation, the EMD will notify town departments and agencies regarding activation of some or all of the functional ESFs and other structures of the EOP. Priority for notification will be given to Lead Agencies as specified by the ESFs.
- When activation of the EOP (partial or full) is initiated and unless otherwise specified, needed 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.
- The EMD will forward Situation Reports (SitReps) to the State EOC.
- The Town and the offices of NH Homeland Security have standardized software with Microsoft Office. No compatibility conflicts are apparent.
- The state to local interface will be guided by *ESF #5, 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) PLAN

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

It is recommended that the Emergency Management Director with assistance from other departments, develop, maintain and exercise Continuity of Operations Plans (COOP) for the Town of Greenfield. The COOP Plan should outline how essential services/functions will be maintained during emergencies/disasters, respectively.

In order 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 have designated and trained personnel available for EOC deployment; and
 - Each department maintains and updates notification lists and Standard Operating Procedures and/or Guidelines (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 during emergencies and/or disasters.
- In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.
- The EMD is responsible for developing and maintaining EOC relocation procedures/guides and/or checklists, as appropriate.

CONTINUITY OF GOVERNMENT (COG)/LINE OF SUCCESSION

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

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

- 1st Deputy EMDs
- 2nd Fire Chief
- 3rd Selectboard or designee

RECOVERY AND DEMOBILIZATION

Recovery and Demobilization 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, in particular 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 federal agencies.

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 in order 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 man-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 may provide damage estimates to public and private infrastructure.
- 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 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 situation 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 public and available private equipment and personnel with special technical skills, pertinent to the anticipated needs of the local jurisdiction (refer to Chapter 8 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 Selectboard 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 yearly; SOPs/SOGs yearly; resource inventories and notification and recall lists also yearly.
- 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 and Assumptions and Concept of Operations sections of the EOP will be made as required; the department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists and resource inventories shall be made by the 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 ESF 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 exercise 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 (i.e., prevention, protection, response, mitigation and recovery).

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, 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 9, Administrative Annex, included 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)
 - Greenfield Fire Department Standard Operating Guidelines (SOGs)
 - Greenfield Police Standard Operating Procedures (SOPs)
- Emergency Alert and Warning Systems
 - NH Emergency Notification System (ENS)
 - Traditional Fire Whistle for Fire Response
 - National Oceanic & Atmospheric Agency (NOAA)
 - Amateur Radio Systems
 - School reverse calling system “Power School”
- Interagency Agreements/Compacts/Mutual Aid Agreements
 - Hillsborough County Sheriff’s Department
 - Keene Mutual Aid
 - Keene Fire Rescue
 - Souhegan Mutual Aid Response Team (SMART-HazMat)
- Plans
 - Greenfield Elementary School Emergency Operations Plan, 2017
 - Greenfield Hazard Mitigation Plan Update, 2014
 - Greater Monadnock Regional Public Health Network Health 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 – GENERAL RESPONSIBILITIES

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ALL LEAD & SUPPORT AGENCIES

- Maintain accurate and up-to-date records during or post incident:
 - Total man-hours
 - Vehicles used and mileage
 - Equipment used
 - Total equipment hours
 - Cost of materials
 - Photographs pre and post restoration
 - GPS locations for all damaged sites
- Maintain and test own equipment.
- Train department personnel and maintain training records.
- Develop and maintain the personnel notification procedures lists for their departments.
- Establish written Standard Operating Procedures or Standard Operating Guidelines.

SELECTBOARD

SUPPORT FOR ESF #5, 7 & 14

PRE-DISASTER

- Coordinate with the EMD to establish and equip the Emergency Operations Center (EOC) and a Secondary Emergency Operations Center.
- Coordinate with the EMD to maintain the Emergency Operations Plan (EOP) in working order.

EMERGENCY RESPONSE

- Provide leadership for disaster emergency response.
- Issue a Declaration of Local State of Emergency if warranted.
- Support management efforts and the financial needs of the emergency.
- Provide leadership for disaster mitigation programs.
- Maintain the operation of Town government during the emergency.
- Coordinate financial support for emergency response and recovery operations.
- Direct the implementation of protective actions for public safety.
- In coordination with the EMD, determine the need for evacuation, issue appropriate orders to residents per *ESF #15, Public Information* regarding when to evacuate, where to go, what to bring and when to anticipate return to evacuated areas.
- Issue such orders and proclamations necessary to conserve essential on hand resources.
- Acquire private resources as needed.
- Authorize the release of excess resources to neighboring communities and/or the state.

EMERGENCY MANAGEMENT DIRECTOR

LEAD FOR ESF #1, 2, 5, 7, 11 & 12; SUPPORT FOR ESF #3, 4, 6, 8, 9, 10, 13, 14 & 15

PRE-DISASTER

- Provide leadership for disaster mitigation programs and trainings.
- Coordinate with the Selectboard to establish and equip the Emergency Operations Center (EOC).
- Establish an EOC Plan and perform practice drills to ensure adequate availability of resources in the EOC, i.e., lights, radios, electrical receptacles, computers, monitors, phones, extension cords, pens/pencils, paper, maps, display boards, cots, sanitary facilities, sleeping accommodations, etc.
- Coordinate with the Selectboard to maintain the Emergency Operations Plan in good working order, including an annual update to the Resource Inventory List and EOC Alert List.
- In coordination with the Selectboard, determine the location of an alternative EOC should the designated EOC become compromised.
- Conduct test exercises of a multi-department nature and assist departments to conduct their own test exercises.
- Assist all departments with the development and maintenance of their individual emergency plans, SOPs and SOGs.
- Pre-designate administrative and clerical staff that may be needed at the EOC.
- Obtain funding and pursue grants to provide the proper equipment for emergency response.
- Obtain and refresh WebEOC training and ensure all EOC staff members are adequately trained.
- Establish and maintain records of persons with disabilities and other functional needs citizens.
- Provide outreach programs to educate the Community on disaster preparedness and mitigation.
- Prepare and test a Shelter Plan in coordination with the American Red Cross, if indicated, and the School District Liaison.
- Pre-designate and train shelter staff to open and maintain shelter operations.

EMERGENCY RESPONSE

- Notify the Selectboard of the emergency and the need to activate the EOC.
- Activate the EOC and coordinate all emergency operations from the EOC.
- Assess the situation and make recommendations on the number and location of shelters needed.
- Determine EOC activation level depending on the nature of the emergency.
- Identify the EOC staffing needs and request agency representation at the EOC.
- Contact Homeland Security & Emergency Management (HSEM) via telephone, WebEOC or other means that are available.
- Direct EOC staff to alternative EOC location should the designated EOC become compromised.
- Request state, federal and additional assistance as needed through HSEM.
- Assume overall control of resource allocations and coordinate the use and/or rationing of essential community resources, resource requests, personnel and equipment per *ESF #7, Resource Support*.
- Coordinate the dissemination of public information to the residents of the Community and the media with the Selectboard and the designated PIO per *ESF #15, Public Information*.
- Assume overall direction and control of evacuation procedures per *ESF #1, Transportation*.

- In coordination with the Selectboard, determine the need for evacuation, issue appropriate orders to residents per *ESF #15, Public Information* regarding when to evacuate, where to go, what to bring and when to anticipate return to evacuated areas.
- Coordinate the use of essential utility services and other energy resources per *ESF #12, Energy*.
- Maintain a log and ensure access control at the EOC.
- Create a work schedule for the EOC and monitor staff for fatigue.
- Implement a message delivery system to ensure emergency response communications within and outside of the EOC per *ESF #5, Emergency Management*.
- Collect and provide ESF status information for inclusion into Situation Reports (SitReps).
- Maintain all record keeping and documentation necessary for application for Federal Disaster Assistance.
- Establish recovery and demobilization procedures.
- Activate *ESF #6, Mass Care, Housing & Human Services* and coordinate the efforts that are necessary to open and maintain a shelter as needed.
- Designate a "Shelter Coordinator" if necessary to coordinate shelter operations.
- Designate a "Volunteer Coordinator" if necessary to coordinate volunteers & donations
- Designate a "Public Information Officer (PIO)" if necessary to coordinate all information to the media and the public.

DEPUTY EMERGENCY MANAGEMENT DIRECTORS (DEMDS)

The Deputy Emergency Management Directors are Support Agencies for all ESF's for which the EMD is the Primary Agency; in the absence of the EMD, DEMDs will maintain either a support or lead role, depending on the ESF. (See Chapter 2 – Continuity of Government/Line of Succession)

SUPPORT FOR ESF #1, 2, 5, 7, 11 & 12

PRE-DISASTER

- Work with the EMD on all pre-disaster activities.

EMERGENCY RESPONSE

- Work with the EMD to provide assistance 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.

DEPARTMENT OF PUBLIC WORKS

LEAD FOR ESF #3; SUPPORT FOR ESF #1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 & 15

PRE-DISASTER

- Maintain public works mutual aid agreements through the NH Public Works Mutual Aid Program.
- Provide and maintain an up-to-date Department of Public Works operations plan.
- Maintain a list of contractors who can provide heavy and specialized equipment support during emergencies, as well as individuals and businesses that are willing to lend equipment.

- Provide a current list of all public works and engineering resources for inclusion in the Resource Inventory of the EOP.
- Obtain funding and pursue grants to provide the proper equipment for emergency response.
- Pre-determine alternative EOC representatives in the event of extended EOC operations.
- Maintain an inventory of disaster supplies, i.e., sandbags, plastic sheeting, plywood, barricades, signs and traffic control devices.
- Inspect and maintain at risk dams, if applicable.
- Inspect and maintain water distribution, treatment and storage systems.
- Identifying temporary landfill sites.

EMERGENCY RESPONSE

- Report to the EOC when requested by the EMD.
- Disperse equipment and manpower to strategic locations, under direction of the Incident Commander and the EMD.
- Provide heavy equipment support for fire suppression operations as needed.
- Coordinate regional or neighboring town public works mutual aid.
- Keep the streets clear of debris.
- Assist the Police Department in determining alternate routes capable of handling traffic.
- Repair damage to critical town infrastructure (i.e. roads, water and sewer systems.) and/or protect such facilities from further damage.
- Assist with the acquisition and setting up of refrigeration equipment required for temporary mortuary facilities.
- Assist the Police Department with traffic control; deploy personnel to erect barricades and signs as requested.
- Notify the public of any contamination of the public water supply in cooperation with Health Officer and emergency public information systems per *ESF #15, Public Information*.
- Coordinate the acquisition and transport of water from outside sources to areas affected by water shortages or contamination in cooperation with the Health Officer.
- Assist in the operation of the EOC by providing transportation of supplies, fuel and maintenance of the HVAC system and generators.
- Serve as a member of a damage assessment survey team to inspect damaged buildings to determine if they are safe for occupancy.
- Establish and manage garbage disposal locations, tree and other debris disposal locations and portable toilet facilities.
- Provide transportation for food supplies, clothing and construction materials.
- Designate and prepare suitable locations, in coordination with the EMD, where state and federal provided mobile homes may be placed for long term shelter accommodations.
- Provide equipment and assistance for the burial of dead animals.
- Coordinate the restoration of utility services with the local utility companies per *ESF #12, Energy*.

POLICE DEPARTMENT

LEAD FOR ESF #13; SUPPORT FOR ESF #1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14 & 15

PRE-DISASTER

- Conduct training and test exercises in coordination with the Emergency Management Director.
- Maintain up-to-date inventory of department personnel and equipment.
- Maintain police mutual aid agreements.
- Obtain funding and pursue grants to provide the proper equipment for emergency response.
- Develop Standard Operating Procedures (SOPs) for emergency conditions.
- Develop traffic control plans for special events.

EMERGENCY RESPONSE

- Enforce all applicable laws, ordinances and regulations.
- Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles.
- Work with state, federal and other local agencies to investigate terrorism.
- Identify key facilities which must remain open during an emergency situation (i.e. medical facilities, utilities) and determine security requirements.
- Disperse police equipment and personnel to strategic locations as necessary.
- Provide crowd and traffic control around incident sites and evacuation routes.
- Enforce traffic control restrictions.
- Assist in notification and emergency warning through the use of loudspeakers and/or door-to-door canvassing.
- Provide security as needed:
 - At the EOC
 - At the Shelter
 - At temporary mortuary facilities
 - To prevent the contamination of the public water supply
 - In damaged or evacuated areas.
- Chief of Police or department representative shall report to the Emergency Operations Center.
- Provide traffic control for evacuation routes and determine alternate routes capable of handling evacuation traffic.
- Enforce mandatory evacuation when lawfully ordered.
- Notify public bus services to cease normal operations within the Town, if applicable.
- Cause the removal of disabled vehicles blocking evacuation routes.
- Coordinate regional police mutual aid.

FIRE DEPARTMENT

LEAD FOR ESF #4, 8, 9 & 10; SUPPORT FOR ESF #1, 2, 3, 5, 6, 7, 11, 12, 13 & 15

PRE-DISASTER

- Develop and maintain a Mass Casualty Incident (MCI) Plan.
- Store, maintain and train on provided Geiger counters; have available for use if necessary.
- Conduct fire inspections and fire drills per SOGs.
- Obtain funding and pursue grants to provide the proper equipment for emergency response.
- Maintain mutual aid agreements with other fire departments and Keene Mutual Aid.
- Reduce the risk of wildfires through enforcement of outdoor burning statutes.
- Review and update SOGs on an annual basis.
- Update and maintain a list of functional needs residents in the Community.

EMERGENCY RESPONSE

- Contain and extinguish all fires.
- Assist the Police Department in providing traffic and crowd control, as available.
- Assist with the enforcement of restrictions and the evacuation of effected areas.
- Disperse equipment and manpower to strategic locations, as necessary.
- Provide a monitoring capability for radiological accidents or incidents.
- Coordinate fire mutual aid at the time of an emergency.
- Assist in search and rescue operations as needed per *ESF #9, Search & Rescue*.
- Respond to and supervise emergency operations in hazardous materials accidents or incidents.
- Assist in the notification to the general public through the use of loudspeakers and/or door-to-door canvassing as needed per *ESF #15, Public Information*.
- Assist with the evacuation and relocation of the functional needs population and those living in nursing homes and/or assisted living facilities.
- Report utility power outages to appropriate utility companies, per *ESF #12, Energy*.
- Monitor and provide security measures to prevent contamination of the public water supply.
- Provide fire surveillance and offer fire protection within the evacuated areas.
- Serve as a member of a disaster assessment team to determine the structural integrity of buildings affected by the disaster.

HEALTH OFFICER

LEAD FOR ESF #8; SUPPORT FOR ESF #5, 6, 7, 10, 11, 14 & 15

PRE-DISASTER

- Enforce public health standards.
- Coordinate with the Greater Monadnock Regional Public Health Network to develop and assist in the development of local and regional pandemic planning.
- Coordinate with Greater Monadnock Regional Public Health Network for recommended inoculations or immunizations.

- 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 Public Health Network to identify and prevent public health emergencies and outbreaks.

EMERGENCY RESPONSE

- Assist in coordinating emergency shelter and feeding per *ESF #6, Mass Care, Housing & Human Services*.
- Serve as liaison with the Greater Monadnock Regional Public Health Network and with local hospitals.
- Assess the Community health needs and current resources and report them to the EMD per *ESF #7, Resource Support*.
- Request assistance from neighboring health and medical organizations and services.
- Report to the EOC as requested, or send a representative.
- With assistance from local, regional, state and private organizations, such as the NH Department of Health & Human Services (NH-DHHS), the NH State Medical Examiner, NH Department of Environmental Services (NH-DES), American Red Cross and the Greater Monadnock Regional Public Health Network, assist with the following:
 - Inoculation or immunization programs at the time of an emergency.
 - The inspection of food, water, drugs and other consumables exposed to the hazard.
 - The monitoring of food handling, health and sanitation conditions in emergency mass care facilities.
 - The mass storage of fatalities.
 - Measures to prevent or control disease vectors such as mosquitoes, flies and rodents.
 - Issuance of “boil orders” for drinking water.
 - Development of a Mental Health Crisis Counseling Team.
 - Activation of the Medical Reserve Corp (MRC).
 - Activation of the Multi-Agency Coordinating Entity (MACE).
 - The removal and disposal of animal carcasses.

SHELTER COORDINATOR (AS DESIGNATED BY THE EMD)

LEAD FOR ESF #6; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- Conduct test exercises at shelter locations as coordinated by the Fire Chief, Police Chief and EMD.
- Develop a Shelter Plan to be used at the Town Office.
- Practice and test the Shelter Plan in coordination with ARC and the EMD.
- Pre-designate and train shelter staff to open and maintain shelter operations.
- Prepare the shelter by having, on hand, necessary shelter items such as cots, blankets, pillows, food, water, charging stations, etc.
- Prepare a plan to move the shelter should the primary shelter become compromised.

EMERGENCY RESPONSE

- Provide individual and family assistance consisting of the provision of emergency food, clothing and shelter.
- Staff and open shelter(s) and keep them operating as long as necessary.
- Register shelter occupants and assist in answering disaster welfare questions.
- Work with American Red Cross to establish data base for the Safe & Well Program.
- Identify additional resource requirements and request assistance per *ESF #7, Resource Support*.
- Submit daily mass care facility reports to the EMD for inclusion in the SitRep per *ESF #5, Emergency Management*, which include shelter occupants, number of meals served and condition of the facility and identification of any unmet needs.
- Maintain detailed records of consumed resources and supplies received and expended.
- Work with the Health Officer to insure the safety of food provided at the shelter.
- Identify security requirements per *ESF #13, Public Safety & Law Enforcement*.
- Identify fire protection issues and notify the Fire Department per *ESF #4, Firefighting*.
- Upon request, coordinate disaster mental health services for occupants of mass care facilities.
- Make arrangements per *ESF #8, Health & Medical*, for the EMS needs of the sheltered.
- Designate shelter staff who can report to the EOC on behalf of shelter operations.

VOLUNTEER COORDINATOR (AS DESIGNATED BY THE EMD)***LEAD FOR ESF #14; SUPPORT FOR ESF #5 & 7*****PRE-DISASTER**

- Identify volunteer groups with the ability to assist the Town in an emergency.
- Maintain a list of all volunteer organizations that may be called upon at the time of an emergency and include the information for inclusion in the Resource Inventory List of this EOP.
- Prepare the necessary forms that will be needed to track and document the receipt of donations and the assistance of volunteers.
- Recruit and train volunteers.

EMERGENCY RESPONSE

- Coordinate the response of volunteers to the areas of need.
- Seek volunteer personnel through *ESF #14, Volunteer & Donations Management*.
- Notify pre-identified volunteers to assist in emergency operations.
- Ensure that all volunteers are registered and hours are tracked (for matching funds).
- Identify the abilities of spontaneous volunteers that may come to assist and assign them as appropriate.
- Ensure that all volunteers are appropriately assigned to areas that are within their training and abilities.
- Seek credentials from all volunteers, including medical and mental health workers.
- Ensure that all volunteers comply with accepted safety practices.
- Coordinate response efforts of volunteer organizations (i.e. Red Cross, Salvation Army, VOAD, RSVP, etc.) with the Town's emergency operations.

- Deactivate volunteers when they are no longer needed.
- 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.

PUBLIC INFORMATION OFFICER ((PIO) AS DESIGNATED BY THE EMD)

LEAD FOR ESF #15; SUPPORT FOR ESF #5 & 7

PRE-DISASTER

- Maintain an accurate roster of media contacts to provide to the EMD for inclusion in the Resource Inventory List in this EOP.
- 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.
- Develop pre-scripted messages for the most likely occurring hazards.
- Identify a location for a media center.

EMERGENCY RESPONSE

- Serve as the sole and official voice of the Town for the release of information to the general public and the media as coordinated, reviewed and approved by the EMD.
- Gather information from all sources on the emergency or disaster situation and release information in a timely manner to the news media upon approval of the EMD.
- Prepare news releases for review by the EMD.
- Authenticate sources of information and verify accuracy before issuing news releases.
- Arrange regular media briefings for review of pertinent information with approval from the EMD.
- Report to the EOC and work closely with the EMD in order to ensure the accuracy of information per *ESF #5, Emergency Management*.
- Monitor media coverage of the emergency situation for accuracy and issue corrections as necessary; include social media and internet sites.
- Open Public Information Centers (PIC) in strategic locations for inquiries by citizens if necessary.
- 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.

SCHOOL DISTRICT LIAISON

SUPPORT FOR ESF #1, 5, 6, 7 & 14

PRE-DISASTER

- Maintain a School Emergency Operations Plan which includes a School Evacuation Plan.
- Conduct test exercises of the School EOP as coordinated by the Fire Chief, Police Chief and EMD.

- Designate a school representative(s) that would report to the EOC at the time of an emergency.
- Coordinate public outreach education programs, both pre and post, disaster to minimize the impact of disasters.

EMERGENCY RESPONSE

- Evacuate students if necessary per the school's Evacuation/Emergency Operations Plan.
- 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*.
- Prepare the school for use as emergency transportation points.
- Report to the EOC or send designee, when requested by the EMD.
- Coordinate with EMD for mass transportation as needed per *ESF #1, Transportation*.

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT & KEENE MUTUAL AID

SUPPORT FOR ESF #1, 2, 3, 4, 5, 7, 9, 10, 13 & 15

PRE-DISASTER

- Provide emergency operations training to communications staff.
- Research alternate means of communications.
- Work with the Management Information System (MIS) Director to ensure the proper operation of technology at all times.

EMERGENCY RESPONSE

- Coordinate the emergency communications system.
- Provide initial notification and ongoing communication to all responders.
- Receive alerts & notifications from various services.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- Provide backup communications for the Town, i.e., mobile communications capabilities.
- Provide and receive information from WebEOC, the National Weather Service (NWS) and or State Emergency officials via the National Warning System (NAWAS) and other systems and notify the appropriate officials.
- Prevent unnecessary communications in the event of an emergency.

AMERICAN RED CROSS

SUPPORT FOR ESF #5, 6, 7, 8 & 14

PRE-DISASTER

- Assure emergency blood bank supplies at Monadnock Community Hospital.
- Provide mass care and shelter training.
- Work with the School District Liaison and EMD to prepare a Shelter Plan.
- Assist in the training of individual citizens through first aid and CPR classes.

EMERGENCY RESPONSE

- Provide individual and family assistance consisting of the provision of emergency food, clothing, shelter, health and mental health services.
- Work with shelter personnel to establish a data base for the Safe & Well Program.
- Assist the Town with guidance in support of managing emergency shelter operations.

GREATER MONADNOCK REGIONAL PUBLIC HEALTH NETWORK**SUPPORT FOR ESF #5, 6, 7 & 8****PRE-DISASTER**

- Coordinate with the Town on pandemic planning.
- Offer continued trainings regarding the Greater Monadnock Regional Public Health Network Emergency Preparedness Annex and other health related issues.

EMERGENCY RESPONSE

- 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 the American Red Cross and EMS on health and medical issues, as requested.
- Request activation of the Medical Reserve Corp (MRC) teams.
- Activate the Multi-Agency Coordination Entity (MACE) if needed.

MONADNOCK COMMUNITY HOSPITAL**SUPPORT FOR ESF #5, 7 & 8****PRE-DISASTER**

- Prepare and practice the hospital Emergency Operations Plan.
- Work with the Greater Monadnock Regional Public Health Network to prepare and maintain the Public Health Emergency Preparedness Annex.

EMERGENCY RESPONSE

- Provide expert medical care.
- Coordinate with the Town on Mass Casualty Incidents.
- Coordinate with the Town's EOC, as necessary.
- Provide medical support for an Alternative Care Site (ACS) and the Health Officer, as necessary.

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CHAPTER 6 – EMERGENCY SUPPORT FUNCTIONS

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ESF MATRIX

ESF MATRIX - Greenfield, NH		Selectboard	Emergency Management Director	Deputy Emergency Management Directors	Department of Public Works	Police Department	Fire Department	Health Officer	Shelter Coordinator (as designated by the EMD)	Volunteer Coordinator (as designated by the EMD)	Public Information Officer (PIO) (as designated by the EMD)	School District Liaison	Hillsborough County Sheriff's Department & Keene Mutual Aid	American Red Cross	Greater Monadnock Regional Public Health Network	Monadnock Community Hospital
	<p>L = Lead Agency CL = Co-Lead Agencies S = Support Agency</p>															
ESF1	Transportation		L	S	S	S	S					S	S			
ESF2	Communications & Alerting		L	S	S	S	S						S			
ESF3	Public Works & Engineering		S		L	S	S						S			
ESF4	Firefighting		S		S	S	L						S			
ESF5	Emergency Management	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF6	Mass Care, Housing & Human Services		S		S	S	S	S	L			S		S	S	
ESF7	Resource Support	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF8	Health & Medical		S		S	S	CL	CL						S	S	S
ESF9	Search & Rescue		S		S	S	L						S			
ESF10	Hazardous Materials		S		S	S	L	S					S			
ESF11	Agriculture, Natural & Cultural Resources		L	S	S	S	S	S								
ESF12	Energy		L	S	S	S	S									
ESF13	Public Safety & Law Enforcement		S		S	L	S						S			
ESF14	Volunteer & Donations Management	S	S		S	S	S	S		L		S		S		
ESF15	Public Information		S		S	S	S	S			L		S			

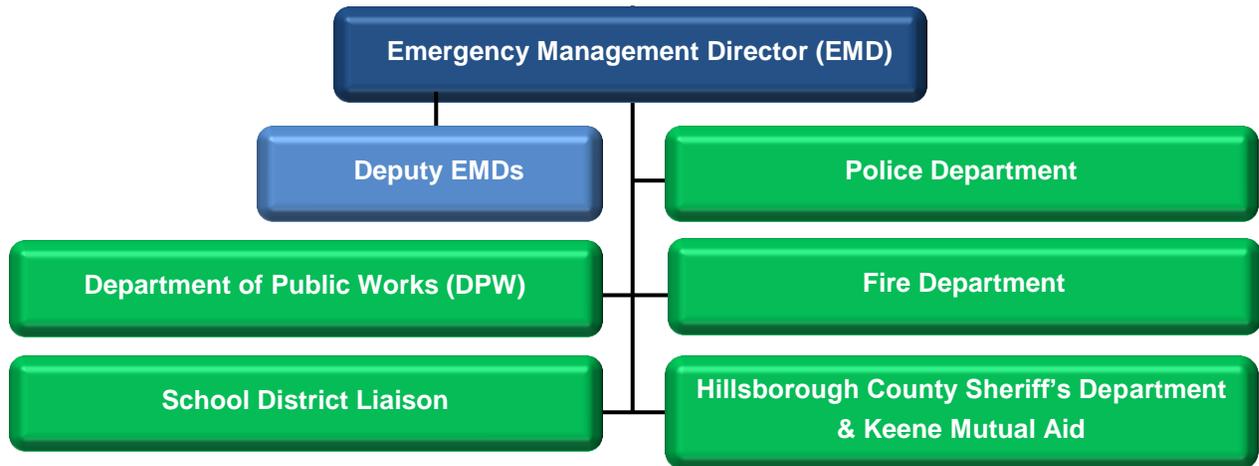
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ESF #1: TRANSPORTATION

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 this ESF 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 Greenfield that might require evacuation would include:

- Barbara C. Harris Camp
- Crotched Mountain Rehabilitation Center
- Town Office/Police Station
- Stephenson Memorial Library
- Brantwood Camp
- Plow Share Farm
- Greenfield Elementary School
- Greenfield Commons
- Greenfield State Park
- Designated floodplains 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 Greenfield are designated as:

Greenfield Major Evacuation Routes

- NH Route 31
- NH Route 136

Greenfield Secondary Evacuation Routes

- Forest Road (to Route 202)

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 functional needs of other residents who may need additional assistance 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 response) will be available for use.
- Buses, trucks and other transportation resources are potentially available from Student Transportation of America (Peterborough), Crotched Mountain Rehabilitation Center and other local agencies that have access to mass transportation assets and/or trucks. (see Resource Inventory in Chapter 8)
- 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 Greenfield Emergency Operations Plan and this ESF, the EMD is responsible for coordinating transportation activities. Support agencies will be coordinated by the EMD.

Requests for assistance will be forwarded to the Greenfield EOC. It is important that the Department of Public Works maintains close coordination with the local EOC, in order to support the EMD.

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 #1* may include Evacuation, Staging, Reception and Sheltering Areas, and related Field Operations.

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.

PREPAREDNESS PHASE

- Establish mutual aid agreements with state and private companies that may be called upon at the time of an emergency.

- 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

- Pre-identify an individual who will be available to assist at the time of an emergency; pre-designate a Transportation Coordinator.

RESPONSE PHASE

- The EMD will coordinate transportation activities from the EOC as the Lead Agency for *ESF #1*.
- The EMD will coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to an impacted area (i.e. building temporary roads into an affected area)
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The Department of Public Works and the Police Department will conduct an immediate survey of streets to determine traffic capabilities, available roads and necessary route closures.
- If transportation requests exceed the capabilities of the Town, the EMD will contact area towns, NH Public Works Mutual Aid, Homeland Security & Emergency Management (HSEM) and other mutual aid systems for assistance.

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.

MITIGATION PHASE

- Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Coordinate the emergency transport of materials, personnel and equipment.
- Contact School Administrative Unit (SAU) 1 if needed to coordinate mass transportation.
- Coordinate overall direction of the evacuation procedures.
- Determine the approximate numbers of people involved.
- Assess transportation needs and coordinate with public and private entities to secure resources.
- Activate *ESF #6, Mass Care, Housing & Human Services* to begin sheltering procedures if needed.
- Instruct the EOC, support agencies and operational staff to implement evacuation procedures.
- Notify State Emergency Management and request state and/or federal assistance.
- Provide for tracking of people transported.
- Identify and assist those functional needs persons needing assistance to relocate.
- Disseminate information and instructions 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.
- Collect and maintain the following ESF status information to ensure inclusion into the 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 EMDs

- Work with the EMD to provide assistance 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 the Department of Public Works, 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.

FIRE DEPARTMENT

- Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- Provide health and medical services per *ESF #8, Health & Medical*.
- Request medical transportation as needed.
- Assist in the transport of functional needs persons from the area of evacuation.
- 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.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assess the level of damage to the Town's transportation infrastructure and report to the EOC.
- 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*.
- In coordination with the Police Department, determine usable routes for both evacuation and the transportation of supplies and equipment and determine traffic routes for evacuees.
- May 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.
- Repair damaged evacuation routes and remove debris and obstructions.
- Clear parking areas at the shelters, if necessary.
- Request assistance from local contractors for personnel and equipment, if necessary.
- Document all transportation expenses incurred under emergency conditions.

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT & KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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 for use as an emergency transportation pick-up point or shelter.
- Coordinate with the EMD to provide for tracking of people transported if applicable.
- Provide a representative at the EOC for school issues.

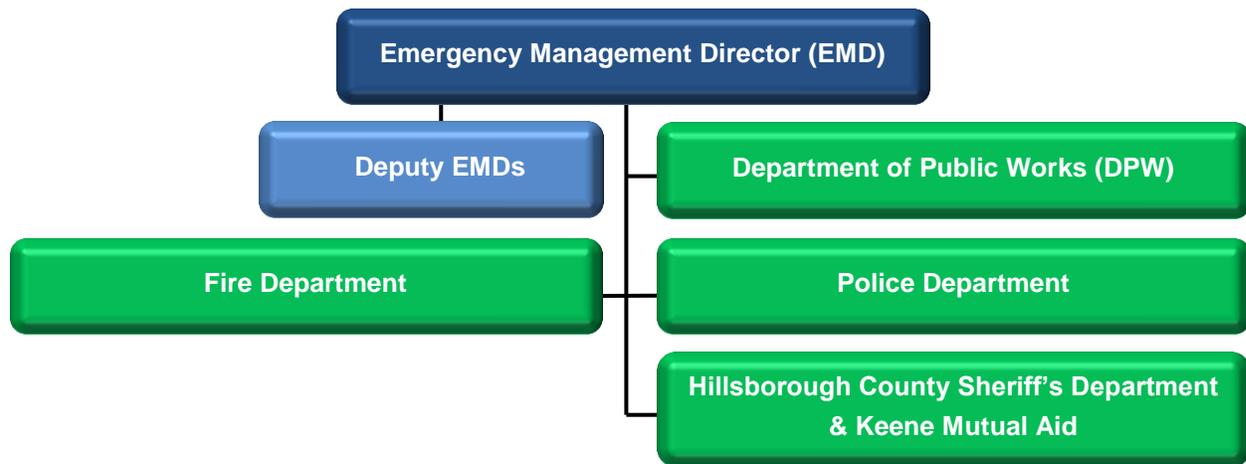
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ESF #2: COMMUNICATIONS & ALERTING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

In the event of an emergency or disaster, this ESF 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

SITUATION

The Hillsborough County Sheriff's Department, Keene Mutual Aid, the Fire Department, the Police Department and local ambulance services 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 Department of Public Works generally only communicates with other local departments, unless notified through Dispatch. The Town maintains radio communications with other state and local agencies as required.

Local networks, by necessity, must form the basis for an emergency communications system. In addition, telephones (land or cell) and internet will be utilized as long as those systems are in operation. If needed and available, amateur radio and citizen's band networks may be used to augment the existing communications capability.

Emergency alerts may be received from various sources. Local emergencies are usually telephoned to 911, received by the E911 Call Center and passed on to Hillsborough County Sheriff's Department and/or Keene Mutual Aid for dispatching to the appropriate departments.

Upon receipt of information regarding an emergency situation, Hillsborough County Sheriff's Department and/or Keene Mutual Aid will alert the Police Department or the Fire Department respectively; the Police Department and/or Fire Department will then request Hillsborough County Sheriff's Department and/or Keene Mutual Aid to notify the Emergency Management Director and other responding departments as needed. The Fire and Police Departments 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, 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

This ESF 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 the ESF may include the Hillsborough County Sheriff's Department and/or Keene Mutual Aid Dispatch Centers and related Field Operations.

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.
- Consider alternative communications systems 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.

PREPAREDNESS PHASE

- All responding departments shall 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*).

RESPONSE PHASE

- Upon notification of an emergency alert, the Lead Agency will establish communication links with the following if necessary:
 - Support Agencies for this ESF
 - Local hospitals
 - American Red Cross
 - Local Amateur Radio Operators
 - Police, Public Works & Fire Mutual Aid Systems
 - State EOC & WebEOC
 - Surrounding Community EOCs
 - Emergency Response Personnel
 - Local Schools
 - Selectboard
- Take charge of EOC operations and fill operational staff positions as necessary.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- Determine which, if any, other officials and staff should be notified or requested.
- Notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.

RECOVERY PHASE

- Based on the emergency situation, 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 this ESF may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period of time.

MITIGATION PHASE

- Post-demobilization, the Lead Agency and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Lead Agency and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****EMERGENCY MANAGEMENT DIRECTOR (EMD)**

- Establish direction and control at the EOC.
- Organize and control emergency communications.
- Communicate with local emergency medical facilities to ensure readiness, as needed.
- Coordinate with Hillsborough County Sheriff's Department and/or Keene Mutual Aid 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 grants and funding for additional communication resources, if needed.
- Coordinate communications between the Lead and Support Agencies and all other responding agencies including but not limited to the Police Department, the Fire Department, the SAU & the Department of Public Works.
- Coordinate emergency alerting to the public with Hillsborough County Sheriff's Department and/or Keene Mutual Aid and other town-wide notification systems, such as the NH Emergency Notification System (ENS).
- Coordinate with Homeland Security & Emergency Management, through WebEOC for additional communications support as needed and other communication channels as available.
- Open communication lines with the regional office of the American Red Cross for future assistance if needed.
- Open communication lines with Greater Monadnock 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 if needed.

SUPPORT AGENCIES**DEPUTY EMDS**

- Work with the EMD to provide assistance when and wherever needed.
- Work with other ESF agencies as directed.
- Offer relief assistance to the EMD when and if needed.

POLICE DEPARTMENT

- Receive emergency situation notification from the Hillsborough County Sheriff's Department.
- Contact the Hillsborough County Sheriff's Department to alert Keene Mutual Aid to notify the EMD.
- Upon notification of an emergency alert, make required notification per Police Department SOPs.
- Activate the Police mutual aid notifications, as needed.
- Participate in emergency communications training.
- Provide communication equipment for first responders, as available.

FIRE DEPARTMENT

- Receive notification from Keene Mutual Aid.
- 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 available.

DEPARTMENT OF PUBLIC WORKS

- Receive notification from Hillsborough County Sheriff's Department and/or Keene Mutual Aid or other Town officials.
- Alert the EMD of any notifications that are received.
- Participate in emergency communications training.
- Provide communication equipment for first responders, as available.

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT & KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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*.

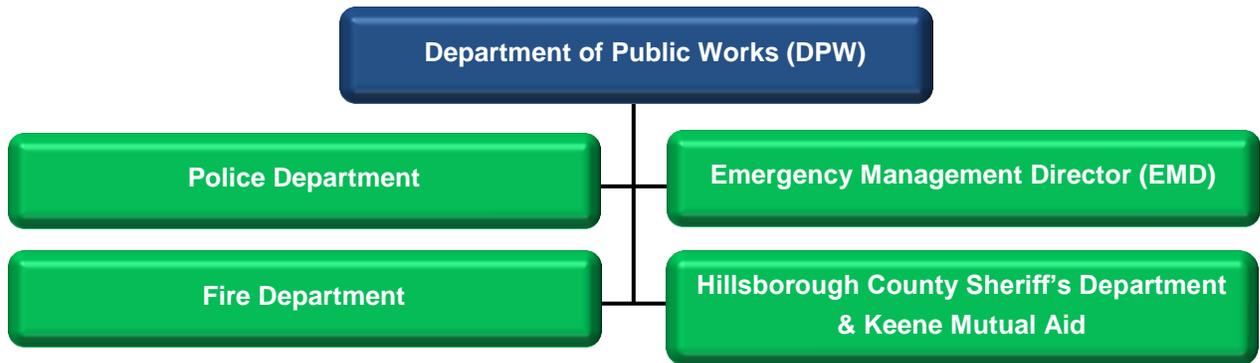
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ESF #3: PUBLIC WORKS & ENGINEERING

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 this ESF 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, right-of-ways, bridges, public buildings and critical facilities; emergency ice, snow and debris removal.

SCOPE

The scope of this ESF 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, 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 and telephone, as needed and available.

- 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 Greenfield 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 Department of Public Works garage includes an assortment of heavy equipment. The Department's mission is to support the citizens of Greenfield through the safe operation, proper maintenance and future development of local roads, supporting infrastructure and utilities in a manner that is cost conscience without sacrificing quality.

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

PLANNING ASSUMPTIONS

Sufficient resources may not be available in Greenfield 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 Department of Public Works 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 in order to support immediate lifesaving emergency response activities.
- Debris disposal will quickly overwhelm the Recycling Center; alternative locations will be necessary.

- The Department of Public Works 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 Town, 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 Department of Public Works 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 may 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; cooperation with other departments may be necessary to accomplish this.
- Citizens may assist in removing debris from the immediate area of their homes and businesses, but may 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, in order to maximize efforts. This ESF will work closely with *ESF #5, Emergency Management*, in order to provide damage assessment information to the EOC.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Department of Public Works will activate Support Agencies; the EMD will activate other ESFs as needed. Components of the organization for this ESF may include Staging Areas and related Field Operations.

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.
- Inspect and maintain all town-owned bridges.

PREPAREDNESS PHASE

- Pre-identify temporary landfill sites.
- 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 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; per instruction from authorized state, local or private personnel.
- Maintain a supply of barricades, signs and temporary fencing for emergency use.
- Maintain inventory of all public utilities, bridges and roadway conditions.
- Maintain public works mutual aid agreements.
- Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

- The Department of Public Works will compile and evaluate damage assessments from other town departments and staff and establish communications with field units and/or facilities.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The Department of Public Works will coordinate additional engineering and construction resources as needed and provide support and personnel in response to disasters, including terrorist incidents/attacks.

RECOVERY PHASE

- Based on the emergency situation, the EMD in concurrence with the Department of Public Works 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 operational elements at the local EOC.

MITIGATION PHASE

- Post-demobilization, the Department of Public Works and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR) the Department of Public Works and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****DEPARTMENT OF PUBLIC WORKS (DPW)**

- Contact the EMD and other appropriate department heads to make them aware of the situation, if needed.
- Mobilize needs for resources, manpower and equipment.
- Assist in transportation and traffic control requirements.
- Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- Provide temporary construction of emergency access routes necessary for passage of emergency response personnel; construction of fire breaks, as requested.
- Contact the NH Public Works Mutual Aid Association for assistance, as needed.
- Assist in the restoration of critical utility services and telephone, as available.
- Provide staff and equipment as available to assist other departments.
- Establish a perimeter and/or stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety, per instruction from authorized state, local or private personnel.
- Manage the disposal of debris from private and public property.
- Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD.
 - o Status of debris removal activities
 - o Status of: critical infrastructure, emergency access routes, local roads, NH DOT Roads and public utility restoration.
 - o Unmet needs, expended resources and any surpluses.

SUPPORT AGENCIES**EMERGENCY MANAGEMENT DIRECTOR (EMD)**

- Establish direction and control at the EOC as needed.
- Provide operational support at the EOC to assist in the implementation of this ESF.
- 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.
- Coordinate traffic control activities.
- Coordinate with the Department of Public Works and other departments to assess the situation.

FIRE DEPARTMENT

- Assist residents with re-entry and removal of personal items from affected structures.
- Assist with extrication from motor vehicles or buildings as needed.
- Establish a perimeter around damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- Provide personnel and equipment to assist, as needed and as available.
- Provide guidance on the stabilization or demolition of damaged structures or facilities determined to be an immediate threat or hazard to public safety, per instruction from authorized state, local or private personnel as applicable.

HILLSBOROUGH COUNTY SHERIFF’S DEPARTMENT AND/OR KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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*.

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

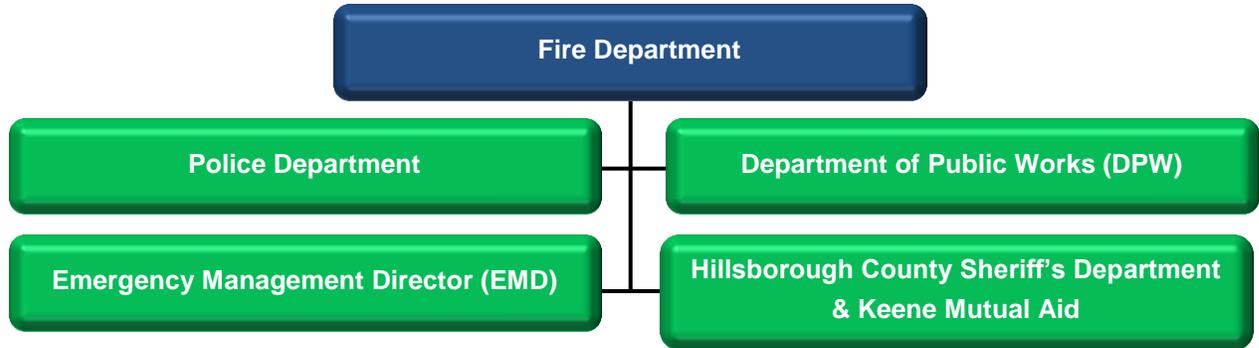
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Pick-up 4x4	Ford F-250	100 gal. diesel fuel tank	Highway Garage	Gas	
Flatbed 4x4	Ford F-550	N/A	Highway Garage	Diesel	
6-wheel Dump Truck	Freightliner	10 yards	Highway Garage	Diesel	
10-wheel Dump Truck	Mack Granite	15 yards	Highway Garage	Diesel	
Backhoe 4x4	Cat 420	2.5 yard bucket, forks & jib lift	Highway Garage	Diesel	
Front Loader	Cat 924	2.5 yard bucket, forks & jib lift	Highway Garage	Diesel	
Road Grader 6x6	John Deere 672	N/A	Highway Garage	Diesel	

ESF #4: FIREFIGHTING

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of this ESF is to provide a coordinated response of local resources for the mitigation of wildland fires, 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 emergency medical services, fire safety, fire surveillance, reporting procedures and firefighting for all types of fires.

The Greenfield Fire Department is a volunteer fire department providing quality fire services to the residents and visitors of Greenfield 24 hours a day, 365 days a year. The Department staffs a part-time Chief, 20 on-call volunteer firefighters and operates one station within the Community. The Greenfield Fire Department participates in Keene Mutual Aid and is also dispatched through Keene Mutual Aid.

The Greenfield Fire Department relies on the Keene Fire Department or Souhegan Mutual Aid Response Team (SMART) out of Nashua for HazMat related incidents. The Greenfield Fire Station has an emergency generator, a full kitchen, two showers and bathroom facilities. The Greenfield Fire Station is designated as the Primary EOC for the Town. Like all rural fire departments, the Greenfield Fire Department endeavours to maintain SOGs and conducts ongoing training of personnel. Coordination with other emergency services is standard procedure.

PLANNING ASSUMPTIONS

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

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

- Fires will occur on a regular basis.
- Fires may be generated as a result of disasters either natural or human-caused.
- A fire of unprecedented size will require more resources than the Town and local mutual aid fire departments 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; these fire departments would most likely be totally committed and stretched beyond their response capabilities.
- Volunteers, particularly spontaneous volunteers, will be coordinated through *ESF #14, Volunteer & Donations Management*.
- Coordination and direction of the local efforts
- 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.
- Firefighters 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 Greenfield Fire Department is the Lead Agency responsible for local operations to mitigate the effects of all fire incidents in Greenfield.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Greenfield Fire Department will notify the EMD who may activate the EOC, other ESFs and Support Agencies as needed. Components of the organization for this ESF may include Staging Areas, Evacuation, Sheltering, Public Information, Law Enforcement and related Field Operations.

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, rescue and incident command.
- Maintain running cards for the proper response to fire incidents.
- Develop and maintain mutual aid agreements with other departments.
- Review and update Standard Operating Guidelines on an annual basis.

PREPAREDNESS PHASE

- Develop and maintain emergency management plans, procedures and supplies as they relate to emergencies and disasters.
- Maintain up-to-date information on types and quantities of hazardous materials present in the Community.
- 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

- 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) in close proximity to the incident site.
- Forward pertinent information to the EMD who may request activation of the EOC and appropriate ESFs.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The Fire Chief, or designee, will report to the EOC when requested by the Emergency Management Director.
- Upon recommendation from the Fire Department to the EOC, begin emergency communications and alerting procedures per *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 Greenfield 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.

MITIGATION PHASE

- Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR) the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT

- Extinguish and contain all fires.
- Assist with vehicular and building extrications as necessary.
- Coordinate all fire service activities.
- 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.

- Assist in the evacuation of buildings and/or areas as needed.
- Provide support for radiological protection.
- Respond to HazMat accidents/incidents.
- Conduct search and rescue operations per *ESF # 9, Search & Rescue*.
- Report power outages to Eversource.
- 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.
- Coordinate fire mutual aid support and other outside assistance if necessary.
- Provide first response, immediate medical stabilization and medical care for victims and responders.
- Assist with the functional needs population as needed.
- Conduct arson investigation if necessary in coordination with the Fire Marshal.
- Assist owners or operators of commercial and industrial facilities that may require a special fire protection plan.
- 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 and maintain the following status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
 - 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 issues; staffing and resource shortfalls, capabilities and unmet needs
 - Allocated and requested firefighting resources

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Establish direction and control at the EOC as needed.
- Provide operational support at the EOC to assist in the implementation of *ESF #4*.
- Coordinate with Homeland Security & Emergency Management for additional assistance if needed.

POLICE DEPARTMENT

- Coordinate traffic and crowd control.
- Coordinate emergency transportation routes.

DEPARTMENT OF PUBLIC WORKS (DPW)

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

HILLSBOROUGH COUNTY SHERIFF’S DEPARTMENT AND/OR KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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*.

EQUIPMENT INVENTORY LIST – ESF #4, FIREFIGHTING

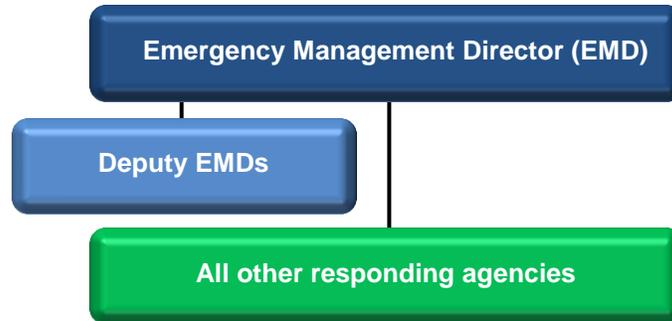
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Ambulance	Ford		Fire Station	Diesel	
Ambulance	Ford		Fire Station	Diesel	
Boat			Fire Station	Gas	
Boat	Zodiac		Fire Station	Gas	
Brush	Int. Loadstar		Fire Station	Diesel	
Compressor	SCBA		Fire Station		
Compressor	Station		Fire Station		
Defibrillator	Zoll		Fire Station		
Defibrillator	CPR		Fire Station		
Forest Fire		1000 gals	Fire Station	Diesel	
Generator	Station		Fire Station		
Generator	Portable		Fire Station		
Jaws of Life			Fire Station		
Ladder	Quint	1500 gals	Fire Station	Diesel	
Pumper	Freightliner	750 gals	Fire Station	Diesel	
Pumper	E1	1500 gals	Fire Station	Diesel	
Res-Q-Jack			Fire Station		
Skid Pump			Fire Station		

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 in order to formulate response and recovery actions. The primary role of this ESF is to serve as a clearinghouse of information for all interested parties. This ESF is also responsible for establishing and maintaining a message center and coordinating initial needs and damage assessment activities. However, decision and assignment of resources are not executed in this ESF. 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 in order 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. This ESF 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 in order 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**
Provide hazard-specific technical information to support operational planning; and use additional Subject Matter Experts (SMEs) or technical specialists, as needed.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

In every emergency situation, 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 Greenfield, 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 this ESF, the EMD will gather and disseminate information in order to facilitate planning efforts and 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 this ESF will commence once the local EOC is activated due to an emergency situation. The following provides an overall description of the concept of operations.

In response to an incident, the following may occur:

- 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 the EOC where it will be directed to the appropriate operational element needing the information.

- The various support agencies to this ESF will gather, disseminate and transmit data to the Lead Agency. The EMD, or designee, will collect, summarize, analyze, display and disseminate critical elements to the operational support agencies. Such elements include but are not limited to:
 - Type of event or emergency
 - Boundaries of the disaster area
 - Social, economic and political impacts
 - Jurisdictional boundaries
 - Status of transportation system
 - Status of communications system

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 this ESF may include a Unified Command, a Joint Operation Center, Public Information Centers and related Field Operations.

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 the use of data collection and analysis systems (tabletop and/or full scale drills).
- Review and maintain the Emergency Operations Plan on an annual basis.

PREPAREDNESS PHASE

- 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 8)
- Endeavor to make provisions for the necessary resources that are required to implement this ESF, such as:
 - Computers with appropriate software (GIS, CAD), hardware (printers, keyboards, etc.) and operators
 - Data collection and reporting forms
 - Portable battery-powered radio(s)
 - 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

- The initial actions include the activation of the ESF and the processing, collecting and dissemination of information.
- Maintain chronological event logs, status boards and maps.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- Set up the phones lines necessary for emergency communications and reporting.
- Upon determination of an impending or actual incident requiring the activation of this ESF, 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 and test 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 provides 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.
- Prepare a shift schedule and provide basic food, water and medical services 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*.

RECOVERY PHASE

- Based on the emergency situation, 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.

MITIGATION PHASE

- Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR) the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****EMERGENCY MANAGEMENT DIRECTOR (EMD)**

- Assemble a team to assist in the gathering and dissemination of 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.
- Prepare planning 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 status boards, maps and charts critical to the operation of the local EOC.
- Prepare periodic informational reports for Homeland Security & Emergency Management 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 general public and media through *ESF #15, Public Information*.
- Provide analysis of the situation to support the operation 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 EMDs

- Work with the EMD to provide assistance 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 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.

Please see following pages for EOC Alert Lists.

EOC ALERT LIST – LOCAL

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - LOCAL				
Name	Title	Phone (work)	Phone (home)	Cell
Margo Charig-Bliss (chair)	Greenfield Selectboard		547-3606	508-636-8993
Robert Marshall	Greenfield Selectboard		547-3350	933-1108
Steve Atherton, Jr.	Greenfield Selectboard			831-8360
Aaron Patt	Greenfield Town Administrator	547-3442 Ex 1	242-6234	617-529-0614
David Hall (Chief)	Greenfield Fire Department	547-3501	547-6677	566-8504
David Simmons (Lieutenant)	Greenfield Fire Department			508-409-1590
Chaz Babb (Captain)	Greenfield Fire Department			562-0545
Doug Batty (Rescue Chief)	Greenfield Fire Department			903-2085
Eugene Hennessy (Warden)	Greenfield Fire Department			718-3936
Jeff LaCourse (Dep. Chief)	Greenfield Fire Department			582-3289
David Martin (EMD)	Greenfield Fire Department		547-6897	400-9941
Diane Boilard (DEMD)	Greenfield Fire Department		547-6662	318-8245
Karen Day (DEMD)	Greenfield Fire Department		547-2985	547-5606
Michael Borden (Captain)	Greenfield Fire Department			547-0437
Tyler Chilelli (Lieutenant)	Greenfield Fire Department			493-9512
Keith Nason	Bennington Fire Department EMD			731-7485
Kevin Holdredge	Francesstown Fire Department EMD			486-7595
Jon Grosjean	Hancock Fire Department EMD			398-0822
Carylyn McEntee	Lyndeborough Fire Department EMD			801-1174
Ed Walker	Peterborough Fire Department EMD			831-0014
Debra Harling	Temple Fire Department EMD			801-8261
Andrew Wood	Greenfield Police Department	547-2535		
Brian Giammarino (Chief)	Greenfield Police Department	547-2535	588-6511	261-8000
Glenn Roberge (Sergeant)	Greenfield Police Department	547-2535		759-9399
Jonathan Quigley	Greenfield Police Department	547-2535		
Shane Sweeney Jr	Greenfield Police Department	547-2535		
Stephen Bell	Greenfield Police Department	547-2535		
Rick McQuade (Buildings Manager)	Greenfield Department of Public Works	547-3504		325-7346
Todd Mason (Roads Manager)	Greenfield Department of Public Works	547-3504	654-7039	554-7039
Beverly Pietlicki	Greenfield Library	547-2790		
Carol Burgess	Greenfield Recycling Center	547-8617		

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - LOCAL				
Karen Paul	Greenfield Elementary School	547-3334		
Michael Borden	Greenfield Building Inspector	547-3442 Ex 4		547-0437
Michael Borden	Greenfield Health Officer	547-3442 Ex 4		547-0437
	Barbara C Harris Camp	547-3400		
	Brantwood Camp	924-3542		
	Catholic Medical Center	668-3545		
	ConVal Superintendents' Office	924-3336 Ex 2028		
	Crotched Mountain Rehabilitation Center	547-3311		
	Elliot Hospital	669-5300		
	Eversource	800-662-7764		
	Greater Monadnock Regional Public Health Network	271-5194		
	Greenfield Commons	547-2361		
	Greenfield State Park	547-3497		
	Hillsboro County Dispatch	547-2525		
	Keene Mutual Aid Dispatch	352-1291		
	Milford Medical Center-Urgent Care	673-5623		
	Monadnock Community Hospital	924-7191		
	NH Alerts	800-566-9780		
	Plowshare Farm	547-2547		

EOC ALERT LIST – OTHER

EMERGENCY OPERATIONS CENTER (EOC) ALERT LIST - OTHER			
Name	Title	Phone (work)	Cell
Heather Dunkerley	Homeland Security Field Rep.	223-3614	731-0790
24-Hour Duty Officer	Homeland Security	800-852-3792	
Ed Blanchard	American Red Cross	889-6664	513-9895
NH State Police	Troop b - Duty Officer	666-3334	
Duty Officer	Hillsborough County Sheriff's Office	627-5610	

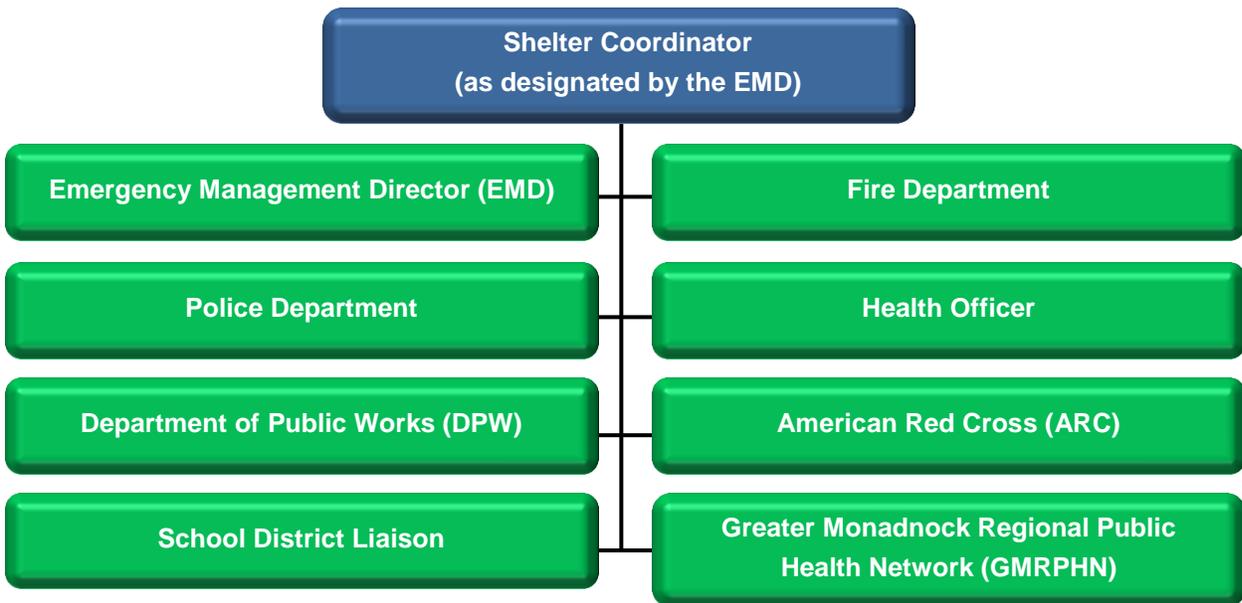
Please refer to “General Responsibilities” in Chapter 5 for more information on individual department responsibilities.

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 this ESF 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 24-48 hours, Greenfield 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 situation automatically requires that shelter spaces be made available and feeding operations for evacuees begin. Generally, schools and churches provide the best shelter facilities since 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 Town Office. If the need arises and the Town Office is not available, the Barbara C. Harris Center, the Greenfield Elementary School or Crotched Mountain Rehabilitation Center could be utilized as secondary shelters.

In the unlikely event that the buildings mentioned above are compromised, there may be other 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 as a result 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 can either support or manage a shelter operation. 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. Types of shelters include Community Shelters (staff and managed by the Town), Partner Shelters (ARC and Town partner to open the shelter, Red Cross Managed Shelters (Managed by American Red Cross).
- Shelters may be opened in response to emergencies outside of the Town.
- Long term mass care may be required following some disasters.
- Mass care facilities will receive priority consideration for structural inspections to ensure 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.
- American Red Cross will not accept food that is not prepared by a licensed kitchen; the Town should establish protocol on the acceptance of food at community-managed shelters.
- 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 Greenfield is responsible for the mass care and sheltering of its citizens as a result of an emergency situation or disaster. In order 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 9.

The Town of Greenfield does not have a supply of cots and blankets; inventory and other resources (i.e., medical) may be available from the Greater Monadnock Regional Public Health Network, American Red Cross and/or the State EOC.

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. ARC has access to disaster supplies for pets. 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. A number of 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, in spite of the danger warnings. Local veterinarians may also be available to assist with pet sheltering.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Shelter Coordinator 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 may pre-designate a Shelter Coordinator.
 - Coordinate with American Red Cross (ARC) and the Greater Monadnock Regional Public Health Network (GMRPHN) to designate a primary shelter, a secondary shelter and a shelter location for household pets.
 - Work together to secure a Memorandum of Understanding (MOU) to use shelter buildings to be designated as shelters.
 - Develop a plan for relocation of evacuees during and after the emergency to ensure an accurate tracking procedure.

- The EMD, along with a pre-designated Shelter Coordinator (if available) may:
 - Maintain a complete list of public, private and volunteer agencies and companies that can assist with this ESF such as:
 - American Red Cross
 - Greater Monadnock 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.
 - 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.

PREPAREDNESS PHASE

- The EMD, along with a pre-designated Shelter Coordinator (if available) may:
 - 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 situation.
 - Pre-designate and train shelter manager(s) to open and maintain shelter operations.
 - Prepare a shelter kit with items recommended by American Red Cross (see Chapter 9)
 - 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).
 - Devise an alternative means of communications to emergency responders through *ESF #2, Communications & Alerting* and to the public through *ESF #15, Public Information*.

RESPONSE PHASE

- The EMD will notify Homeland Security & Emergency Management, the Greater Monadnock Regional Public Health Network, American Red Cross and other volunteer agencies as needed of the activation of this ESF.
- The Shelter Coordinator will activate the Shelter Plan.
- The Shelter Coordinator will notify Support Agencies of plan implementation and share information about what has occurred and initial response actions.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.

- The Shelter Coordinator will 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.
- The EMD may designate a Public Information Officer (PIO) to assist with communications to the general public or the news media per *ESF #15, Public Information*.

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).
- 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.

MITIGATION PHASE

- Post-demobilization, the Shelter Coordinator and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR) the Shelter Coordinator and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

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 as long as necessary.
- 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 general public what items should be brought to shelters per *ESF #15, Public Information* including any prescription medicine.

- Coordinate the provision of pet sheltering and advise the general 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, the Greater Monadnock Regional Public Health Network and/or American Red Cross.
- 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.
- Work with the Health Officer to ensure the safety of food provided at the shelter according to state laws and protocols.
- Identify security requirements and notify the Police Department per *ESF #13, Public Safety & Law Enforcement*.
- Coordinate with *ESF #8, Health & Medical*, for the treatment of ill and or injured patients at the shelter and 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 Greater Monadnock Regional Public Health Network as needed.
- Coordinate with *ESF #7, Resource Support* and *ESF #14, Volunteer & Donations Management* to obtain necessary resources for shelter evacuees.
- Submit daily mass care facility reports for inclusion in the Situation Report (SitRep) per *ESF #5, Emergency Management*, that includes:
 - 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)

- Establish direction and control at the EOC.
- Designate or pre-designate a Shelter Coordinator, if needed.
- Coordinate with the Shelter Coordinator and *ESF #15, Public Information* to recommend to the general public what items should be brought to shelters.

POLICE DEPARTMENT

- Provide assistance for 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.
- Provide assistance with pet sheltering as available.

FIRE DEPARTMENT

- 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, if available.
- 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, as needed.

DEPARTMENT OF PUBLIC WORKS (DPW)

- 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 situation, as possible
- Assist in posting directions and road signage.
- Clear parking lots and evacuation routes of debris and/or snow.

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 Greater Monadnock Regional Public Health Network and American Red Cross and other agencies.
- Participate in basic food-safety training as coordinated by the EMD, the Greater Monadnock Regional Public Health Network and 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.
- Assist those evacuees who have misplaced or forgotten to bring medications with the resources necessary to get those medications.

SCHOOL DISTRICT LIAISON

- Prepare the school as possible pickup and/or drop off point during an emergency.
- If necessary, prepare the school for occupation and make available on-hand food supplies.
- Participate in shelter training as coordinated by the EMD, the Greater Monadnock Regional Public Health Network and American Red Cross and other agencies.
- Assist in providing personnel for registering evacuees, based on availability.

AMERICAN RED CROSS (ARC)

- Assist with temporary, short and long-term sheltering of residents as necessary and as available through staffing and operational support.
- 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.
- Provide organizational donation contact information for reference.
- Activate and organize shelter teams and provide shelter kits.

GREATER MONADNOCK REGIONAL PUBLIC HEALTH NETWORK (GMRPHN)

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

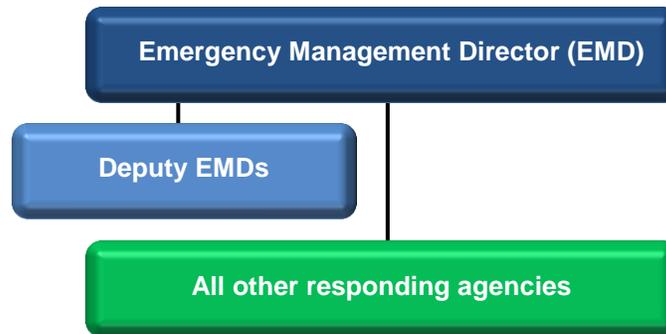
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ESF #7: RESOURCE SUPPORT

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

This ESF 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 situation, the Town of Greenfield 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.

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

PLANNING ASSUMPTIONS

General assumptions for this ESF are as follows:

- An emergency or disaster can occur in Greenfield 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 of time 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 Greenfield, 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 Homeland Security & Emergency Management (HSEM) and request assistance if the necessary resources are exhausted or not available locally. In order to request state and/or federal resources, 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 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 this ESF may include Staging Areas, Holding Areas and related Field Operations.

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 8) in an up-to-date condition identifying and assessing available resources and facilities that are necessary to respond to an emergency.
- Review and maintain the Emergency Operations Plan on an annual basis.

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

- Initial actions include the activation of the ESF and the processing of resource requests.
- The EMD will notify local, state and federal agencies as needed regarding the emergency and the anticipated resource requirements.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The EMD will request staff to come to the EOC to provide logistical support as required.
- The EMD, with support staff, will provide continuous control and accountability of equipment, personnel, goods and services in support of the disaster.

RECOVERY PHASE

- This ESF 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.

MITIGATION PHASE

- Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****EMERGENCY MANAGEMENT DIRECTOR (EMD)**

- Assume overall coordination of resource allocation.
- Request assistance from neighboring communities and/or the State.
- Acquire such private resources as are needed and request authorization of the expenditure of funds from the Selectboard.
- 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 Selectboard, 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 requests for additional personnel and equipment.
- 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 EMDs**

- Work with the EMD to provide assistance 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.
- Provide personnel and equipment in the implementation of this ESF.

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

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

DEPARTMENT OF PUBLIC WORKS (DPW)

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

SELECTBOARD

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

A complete Resource Inventory List can be found in Chapter 8 of this Plan.

Please refer to “General Responsibilities” in the Chapter 5 for more information on individual department responsibilities.

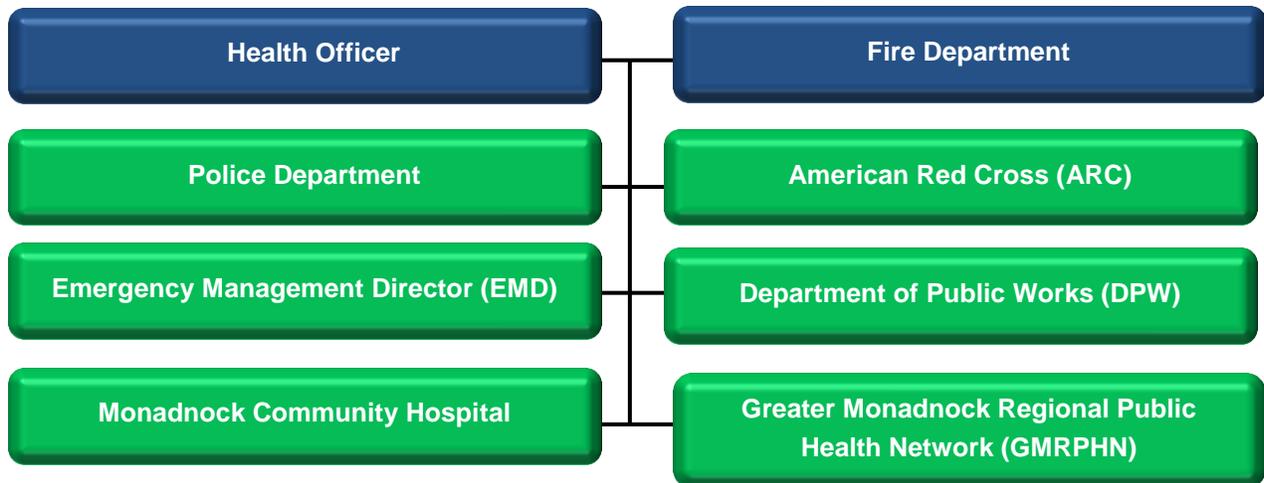
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ESF #8: HEALTH & MEDICAL

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

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS**SITUATION**

The Town of Greenfield handles EMS services through the Greenfield Fire Department with transport through Peterborough Fire Rescue when necessary. Emergency responders on the Fire Department are certified to various levels of emergency medical care that may range from EMR to Paramedic and are as well equipped to perform their assigned functions as any community of comparable size.

The Town of Greenfield has an appointed Health Officer.

Residents of the Town of Greenfield rely chiefly on the medical services provided at Monadnock Community Hospital in Peterborough (6 miles, 25 beds); the hospital maintains its own emergency response plans. 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 Greenfield 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 a large number of fatalities. Guidance in health matters in an emergency is available from the State Department of Health and Human Services and the Greater Monadnock Regional Public Health Network. Disaster Mortuary Response Team (DMRT), Disaster Medical Assistance Team (DMAT) and other federal services may be activated through the State EOC.

The Greater Monadnock Regional Public Health Network is a collaborative of municipal, health, human services and other agencies in the region that encompasses 33 municipalities. Through the Greater Monadnock Regional Public Health Network, these municipalities have agreed to develop a regional plan to address public health emergencies, which is the Regional Public Health Emergency Response Annex; 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 8, Resource Inventory)

PLANNING ASSUMPTIONS

A public health emergency can be caused by natural disasters, biological terrorism, chemical terrorism/accidents, radiological terrorism/accidents, or naturally occurring communicable disease outbreaks.

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

- A Mass Casualty Incident (MCI) could occur anywhere in Greenfield and could include hazardous materials or a large number of persons.
- Temporary mortuary facilities or storage areas may need to be established.
- Greenfield's diverse population includes the elderly and persons with disabilities 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 Greenfield (such as Monadnock Community Hospital, the NH Department of Health and Human Services or Greater Monadnock Regional Public Health Network) could potentially be available to support the provision of the mass administration of immunizations and/or medications. Conval Regional High School is a designated Point of Dispensing (POD).
- Most people will seek medical care on their own.
- 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 Administrator and the Selectboard. 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 this ESF may include Triage, Sheltering (pet and human), Points of Dispensing, Medical Transportation, Law Enforcement, quarantine and related Field Operations.

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 Fire Department will maintain training programs to ensure adequate EMS response.
- The Health Officer may 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 may coordinate immunization campaigns and shelter-in-place as recommended prior to emergency events.
- The Fire Department and the Health Officer may maintain a complete data base of essential resources that may be needed at the time of an emergency.
- The Health Officer may educate the public about maintaining safe and adequate supplies of food and water.

PREPAREDNESS PHASE

- The Health Office may obtain a copy of the Public Health Network Preparedness Plan.
- The Fire Department and the Health Officer may assess options for obtaining adequate medical supplies prior to a disaster.
- The Fire Department maintains all EMS equipment and vehicles in order to ensure readiness at the time of an emergency.

- The EMD, the Fire Department and the Health Officer may coordinate with the development of a functional needs list for evacuation of the functional needs population from their homes.
- The Health Officer will take part in and/or conduct specialized training by the Greater Monadnock Regional Public Health Network, American Red Cross or other agencies.

RESPONSE PHASE

- Initial actions include the activation of this ESF and the provision of medical services related to the emergency; the EMD will request staff to the EOC to provide support for the situation as required.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The EMD will notify local, state and federal agencies as needed regarding the emergency and any anticipated needs.
- The Health Officer will contact DHHS, Greater Monadnock Regional Public Health Network, emergency shelters, school nurses and home health nursing services as the emergency warrants.

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.
- 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 at the termination of the operational elements at the local EOC.

MITIGATION PHASE

- Post-demobilization, the Health Officer, the Fire Department and Support Agencies may review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Health Officer, the Fire Department and Support Agencies may review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

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 (EMS, Monadnock Community Hospital, GMRPHN, NH-DHHS, the NH Medical Examiner, home health care agencies, psychiatric / mental health and social service providers).
- Coordinate the use of outside assets as needed.

- In coordination with other state, federal, regional and private organizations such as NH Department Health & Human Services, Greater Monadnock 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.
 - 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.
 - Coordinate inspection of food, water, drugs and other consumables exposed to the hazard.
 - Monitor food handling and sanitation in emergency facilities.
 - Assist with the evacuation of the functional needs population.
- Ensure that the health needs of the EOC staff are met.
- Coordinate with the EMD to designate a temporary morgue facility.
- 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.
- Collect and maintain the following ESF status information to ensure inclusion in the Situation Report (SitRep) and report to the EMD:
 - An overall assessment of health issues concerning the Community
 - Report on communications with NH DHHS, GMRPHN, Monadnock Community Hospital, public schools, nursing homes, etc.
 - Number of casualties, injuries and fatalities
 - Health risks, current and potential
 - Identification of unmet needs

FIRE DEPARTMENT (CO-LEAD)

- Respond to HazMat events as needed.
- Assist with extrication and rescues as needed.
- Assist with traffic control and transportation as available.
- Assist with the staging facility for triage and points of dispensing if necessary.
- Assist with the isolation and decontamination of victims of a hazardous material incident.
- Assist with the treatment of victims of a hazardous material incident or infectious disease outbreak.
- Make requests for medical assistance, equipment, supplies and health manpower, as appropriate.

- Assist with addressing the needs of the functional needs populations (i.e. children, dialysis patients, disabled persons, homebound patients, persons with limited English proficiency, the elderly, and patients dependent on home health care services).
- Perform all administrative and operational functions of EMS.
- Coordinate emergency health and medical functions with the Health Officer.
- Assess level of victim injury or illness.
- Gather information concerning injuries and fatalities resulting from emergency situations and forward this information to the EOC as soon as possible.
- Assess the medical capabilities on-hand and report these to the EOC.
- Monitor the safety and health of emergency responders.
- Ensure the triage, treatment and transport of disaster victims is in accordance with established protocols within limits of available resources.
- Establish first aid stations, as necessary and prepare for state and federal on-site assistance.
- Evaluate response efforts.

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Provide direction and control at the EOC.
- 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 Disaster Mortuary Response Team (DMORT), the Disaster Medical Assistance Team (DMAT), the Medical Reserve Corp (MRC) or other Community Emergency Response Teams (CERT) 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.
- Identify and secure access routes needed for emergency responders.
- Request additional law enforcement if needed.
- For local HazMat or mass casualty incidents, assist the EMD and Fire Department as needed.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assist EMS by making sure the roads are clear for them to perform their duties.
- Assist the Police Department with traffic control.
- Assist with the acquisition and set up of refrigeration equipment required for temporary holding facilities for human remains.
- Support and monitor the disposal of disaster debris, landfill materials and similar items to preserve public health.

GREATER MONADNOCK REGIONAL PUBLIC HEALTH NETWORK (GMRPHN)

- 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 Department of Health and Human Services.
- Establish an Alternative Care Site (ACS) if the hospital(s) becomes overwhelmed.
- Request that the EMD activate the Medical Reserve Corp or Community Emergency Response Teams, if available.
- Activate MACE.

MONADNOCK COMMUNITY HOSPITAL

- Provide expert medical care and advice as the primary hospital for Greenfield.
- Coordinate with the Town of Greenfield on Mass Casualty Incidents.
- Provide advice and participation in the Greater Monadnock Regional Public Health Network.
- Coordinate with other hospitals as necessary to receive patients.
- Coordinate on-site triage if necessary.
- Provide support for the ACS and Health Officer as necessary.

AMERICAN RED CROSS (ARC)

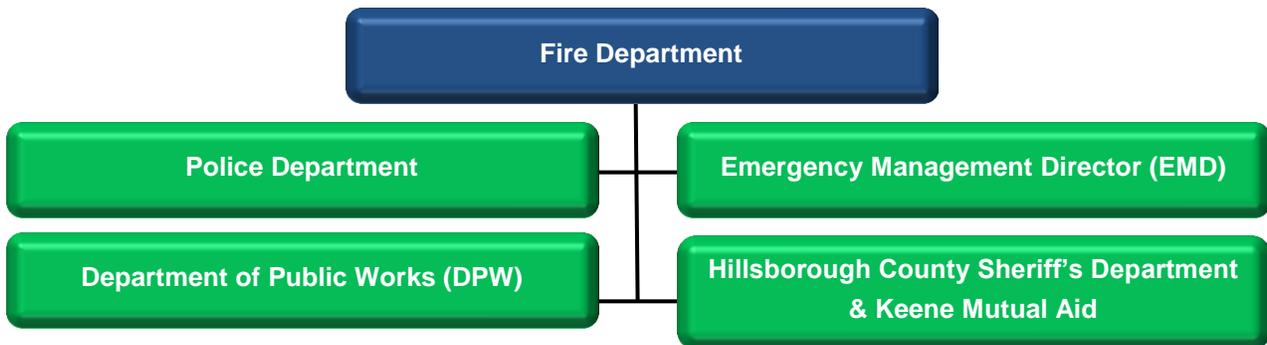
- Provide mass care and shelter services.
- Assist with health surveillance activities in shelters.
- Provide disaster welfare inquiry information.
- Provide disaster mental health services at the shelter(s) and the EOC.

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 as a result of a disaster or life-threatening emergency; and includes swift water rescue.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of this ESF is to provide assistance 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 other search and rescue operations and includes search and rescue on the ground, from the air or in the water.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

Greenfield is a community with an abundance of forested, steep and wet terrain. Greenfield State Park, camping areas, three major lakes, the Contoocook River, two youth camps and the Crotched Mountain Rehabilitation Center are located in the Town. Lost, confused, disoriented and injured people could find themselves in unfamiliar and unstable locations throughout these areas of the Town as a result of many factors including a large scale separate emergency within the Community.

The topography, the climate of Greenfield (which ranges from hot and humid summer conditions to winter blizzard conditions), the abundance of recreational trails and boating, 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. NH Fish & Game is state mandated as the lead on any search and rescue in the forests of New Hampshire.

PLANNING ASSUMPTIONS

An emergency or disaster can occur in Greenfield at any time and in any place, although search and rescue would generally be initiated as a result of conditions within the forested areas unless directly 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.

It's assumed that any persons lost and in need of rescue would likely be impacted by weather conditions and could be difficult to reach because of the terrain and road systems in Greenfield.

Further assumptions include the following:

- 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

This ESF can be used to manage and coordinate the response of local search and rescue resources in response to incidents involving search and rescue operations. These include, but are not limited to, aircraft, collapsed buildings, urban, water and woodlands 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 Unified Command upon arrival on the scene.

Local Search and Rescue is the responsibility of the Greenfield 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; in particular 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 NH State Medical Examiner and the Hillsborough County Attorney's Office, by state law.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Fire Department will notify the EMD who will activate ESF Support Agencies as needed. Components of this ESF may include Staging Areas, Health & Medical, Public Information, Volunteer & Donations, Law Enforcement and related Field Operations.

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, as needed.
- Prepare and execute mutual aid agreements for SAR support.

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:
 - o New Ipswich – Canine Unit
 - o Bedford Swift Water Team
 - o Swift Water Task Force (Swanzey)
 - o New England Canine (activated by Fish & Game)
 - o Heavy Equipment Operators
 - o Off Road Vehicles
 - o Engineering Resources
 - o Aircraft
 - o Boats
 - o Mass Care Resources
 - o Nursing homes

RESPONSE PHASE

- Begin call up of all Fire Department personnel.
- Notify NH Fish & Game if the situation warrants.
- Notify NH Forest & Lands of incidents on State Land.
- Notify the USDA-Forest Service of incidents on Federal land (Wapack Wildlife Refuge)

- Notify Marine Patrol and/or NH Fish & Game for the recovery and investigation of water fatalities.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- Implement SOGs and mutual aid agreements as necessary.
- Activate an Incident Command Post in accordance with the Incident Command System (ICS) in close proximity to the search and rescue site.
- Stage the necessary resources as needed for the scope of the search, depending on the location and conditions on the ground.
- Forward pertinent information to the EMD who may request activation of the EOC and appropriate ESFs.
- The Fire Chief, or an appointed designee, will report to the EOC when requested by the Emergency Management Director.
- Establish communications with field command and control elements and other activated Lead and Support agencies.

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.

MITIGATION PHASE

- Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT

- Determine and mobilize resources, personnel and equipment that will be needed for SAR.
- Advise NH Fish & Game, NH Forest & Lands and USDA Forest Service of any wilderness or water search and rescue events.
- Coordinate with local mutual aid systems to assist in search and rescue.
- 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.
- Coordinate the provision of resources to local and state search and rescue operations.

- Coordinate with Law Enforcement to provide manpower, equipment and technical assistance for large-scale search and rescue efforts.
- Request medical transportation as needed.
- Coordinate with *ESF #8, Health & Medical*, to ensure the proper health and safety of emergency responders and victims.
- 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.
- Provide support for other public safety operations 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 and maintain the following ESF status information to ensure inclusion in the Situation Report (SitRep) and report to the EMD:
 - 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)

- Support this ESF by providing assistance as needed.
- Provide direction and control at the Emergency Operations Centers.
- Coordinate with the NH Homeland Security & Emergency Management (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.
- Establish a perimeter and provide access control to SAR sites, if needed.
- Determine and mobilize resources, personnel and equipment that may be needed.
- Determine and control transportation and traffic control requirements.
- Provide investigative services in missing person's cases and/or criminal offenses.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Support this ESF by providing personnel, engineering, equipment and other resources to assist in search and rescue.
- Assist with traffic control and security of the search area as needed and available (barricades, man power, etc.).

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT AND/OR KEENE MUTUAL AID

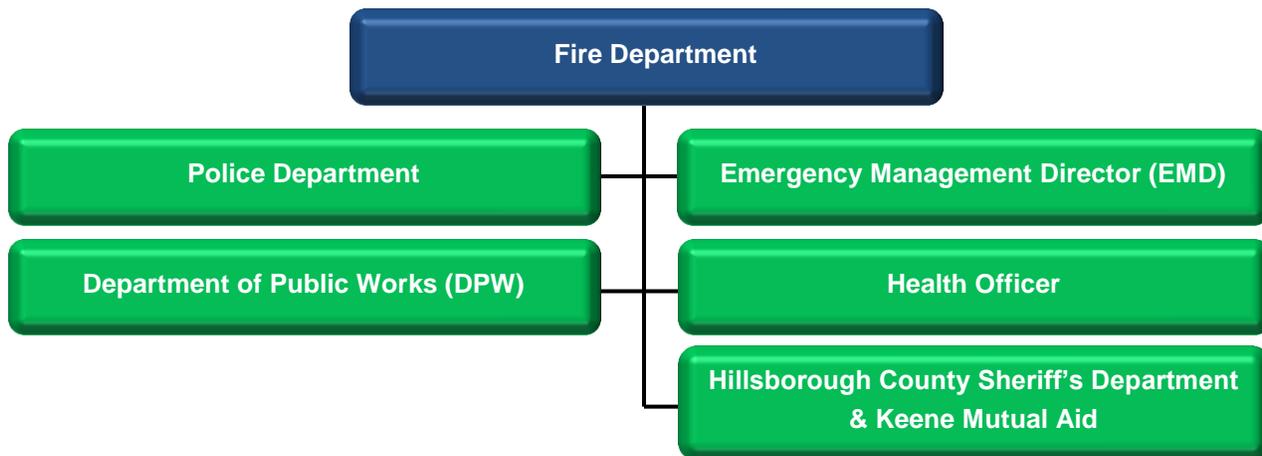
- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- Coordinate the emergency communications system.
- Provide backup communications for the Town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

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

This ESF 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. Of major concern for hazardous materials events in the Town of Greenfield are busy roadways in which spills could occur; there is no interstate highway in the Community.

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 accident and released in sufficient quantities, put some portion of the general 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.

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Town of Greenfield 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 Greenfield:

- Hazardous materials are found minimally in Greenfield. These materials may pose a threat 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 may use and store hazardous materials in day to day operations.
- Hazardous materials are not accepted at the Recycling Center; disposal of these materials will require alternate arrangements.
- 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.
- Although members of the Fire Department have received training in HazMat Response, the Fire Department can only attempt to provide a defensive response to a HazMat incident and decontamination for response personnel would occur through mutual aid.

PLANNING ASSUMPTIONS

The Town of Greenfield assumes the initial responsibility for the assessment and emergency response to a hazardous materials incident. The Town further assumes that life, property and water supplies 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 may respond with equipment, resources and technical assistance upon request from the Town depending on available resources.
- 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 of 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 Fire Department will notify the EMD who will activate ESF Support Agencies as needed. Components of the organization for this ESF may include Staging Areas, Law Enforcement, Sheltering and related Field Operations.

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

- Receive and maintain any Tier II data reporting information on hazardous materials used and stored in Greenfield for use in emergency planning on an annual basis; at the current time there are no known Tier II facilities in the Community.
- Train emergency personnel in provided protective equipment.
- Identify response resources for HazMat response and recovery.
- Meet periodically with any facilities that use or store hazardous materials to ensure that they are stored properly.
- Make arrangements for any facilities that utilize hazardous materials to obtain building plans during emergencies.

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 of HazMat resources and specialized supplies.

RESPONSE PHASE

- 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, CERCLA).
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.

- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- 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) in close proximity to the HazMat site.
- Stage the necessary resources as needed for the scope of the event, depending on the location and conditions on the ground.
- Forward pertinent information to the EMD who may activate the EOC and appropriate ESFs.
- 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*.
- Establish the need for decontamination and/or medical treatment through *ESF #8, Health & Medical*.
- The Fire Chief, or an appointed designee, will report to the EOC when requested by the Emergency Management Director.
- Establish communications with field command and control elements and other activated Lead and Support agencies.

RECOVERY PHASE

- Recovery would occur when all hazardous materials have been cleaned up 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.

MITIGATION PHASE

- Post-demobilization, the Fire Department and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Fire Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

FIRE DEPARTMENT

- Control the event by isolating the incident and denying entrance until a time at which specialized teams arrive to assume a Unified Command if necessary.
- Establish zones for controlling contamination (hot, warm and cold zones).
- Contact and activate the Keene Fire Department or Souhegan Mutual Aid Response Team (SMART) who will contact the Fire Marshal if additional resources are needed.
- Determine affected area and protective actions and restrict access to affected areas.
- In coordination with other departments, ensure the structural integrity of buildings and/or structures involved in a hazardous materials incident.

- Ensure that response personnel have and wear appropriate clothing and personal protective equipment.
- Request medical transportation as needed.
- 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 general public and response personnel.
- Assess damage to equipment and facilities if necessary.
- Compile records of events and related costs.
- Determine liability and recover costs from responsible private parties or the State and Federal Governments.
- Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
 - 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)

- Support this ESF by providing assistance as needed.
- Provide direction and control at the Emergency Operations Center.
- Coordinate with NH Homeland Security & Emergency Management for additional resources as needed.

POLICE DEPARTMENT

- Establish a perimeter and coordinate the provision of site security and access control during hazardous material operations.
- Call for additional resources.
- Control traffic around the incident site(s).
- Assist with the evacuation of affected areas if needed.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Provide heavy equipment and materials for spill containment.
- Provide or obtain engineering resources to support the situation.
- Provide personnel as needed and available.
- Isolate storm drains in the release area to prevent water contamination.
- Take necessary precautions to prevent contamination of the public water supply.

HEALTH OFFICER

- Ensure the health and safety of responders as well as 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.

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT AND/OR KEENE MUTUAL AID

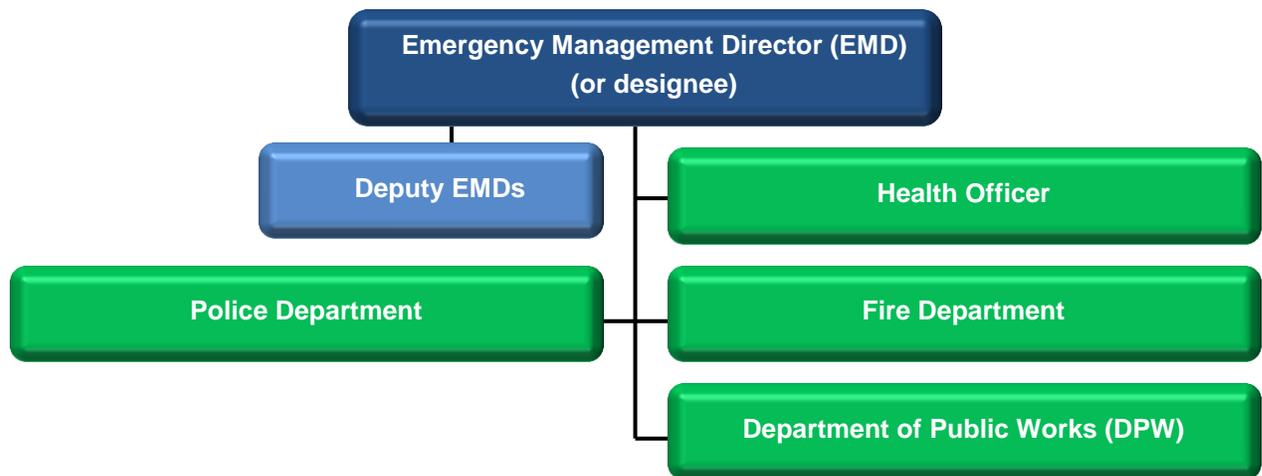
- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- Coordinate the emergency communications system.
- Provide backup communications for the Town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

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 this ESF 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

This ESF 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 situation. This ESF 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 Greenfield 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 Greenfield Police Department serves as the Animal Control Officer. The nearest humane society (Monadnock Humane Society in Swanzey) and local veterinarians (Peterborough Veterinary Clinic and Tenney, Fritz and Coombs in Peterborough and Great Brook Veterinary Clinic in Antrim) may be available to assist during an emergency.

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

- **Cultural**
 - The Meeting House (National Registry)
 - Stephenson Library
 - Town Office (State Registry)
 - Crotched Mountain Recreational & Education Center
 - Plowshare Farm
 - Old Town Office Building
 - Covered Bridge (Forest Road)
 - Barbara C. Harris Convention Center
 - Brantwood Camp (summer camp)
 - Milford-Bennington Railroad & Tracks
- **Natural**
 - Oak Park (town park)
 - Greenfield State Park
 - Wapack Wildlife Refuge and Trail
 - Lakes & ponds within the Community (Otter Lake, Sunset Lake, Zephyr Lake and others)
 - Contoocook River
 - Rand Brook
 - The Town Forest
 - Conservation lands in the Town
 - Farmlands in the Community

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 this ESF 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 State.

CONCEPT OF OPERATIONS

GENERAL

This ESF 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 Resources	(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 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 NH State Police will be advised immediately. They 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 EMD will activate this ESF and notify Support Agencies as needed. Components of the organization for this ESF may include a Joint Operations Center, a Unified Command, Evacuation, Staging, Reception and Sheltering, Specialized and Mutual Aid Teams such as NH Disaster Animal Response Team (DART), Private Contractors and related Field Operations.

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 possible persons who can assist or manage this ESF.
- 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 Department of Natural and Cultural Resources (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.

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

- The EMD will activate the EOC if necessary and determine the need to activate this ESF.
- Coordinate directly with state, federal or private organizations that are needed to assist with this ESF.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- Provide a needs assessment outlining the urgency of the situation and the staff and equipment needs.
- 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.

RECOVERY PHASE

- Demobilization of this ESF will occur when:
 - Site remediation and restoration is complete.
 - All animals have been recovered and/or accounted for.
 - 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.

MITIGATION PHASE

- Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****EMERGENCY MANAGEMENT DIRECTOR (EMD)**

- Establish direction and control at the EOC as needed.
- Contact State Emergency Management if the situation warrants.
- Contact the State Veterinarian regarding animal health issues and/or fatalities.
- 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 and/or human health issues.
- Coordinate with *ESF #2, Communications & Alerting* to establish and maintain communications with field operations, as necessary.
- Coordinate with *ESF #3, Public Works & Engineering* to assist in the disposal of animal carcasses and 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.
- Collect and maintain the following ESF status information and coordinate with *ESF #5, Emergency Management*, to ensure inclusion into the 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)
 - Areas of infestation and impact
 - Populations impacted
 - Allocated resources and unmet needs

SUPPORT AGENCIES**DEPUTY EMDs**

- Work with the EMD to provide assistance 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, as available.
- Provide security to protect quarantined areas, as available.

DEPARTMENT OF PUBLIC WORKS (DPW)

- 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.
- Open access to back lots/waterways as required.

FIRE DEPARTMENT

- Provide appropriate available personal protective equipment and clothing when necessary.
- Provide health and medical services per *ESF #8, Health & Medical*.
- Coordinate triage and assume authority for decisions on medical assistance and mutual aid.
- Request medical transportation as needed.

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.
- 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, animal fatalities, etc.
- 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.

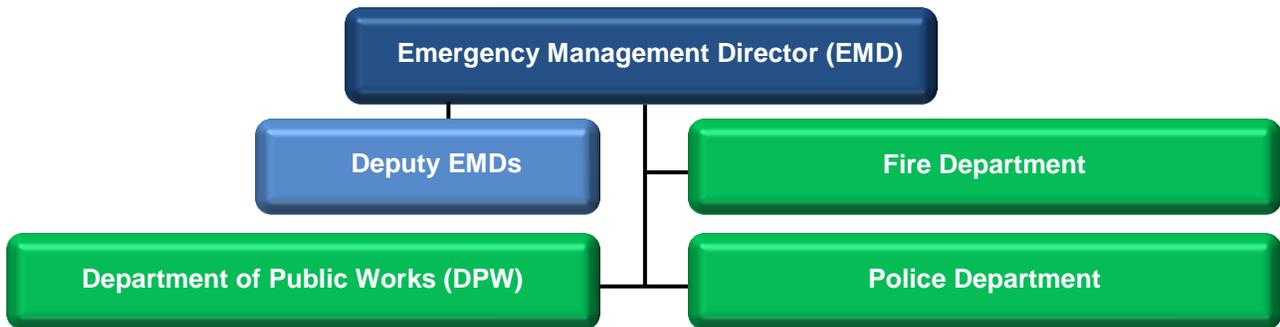
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ESF #12: ENERGY

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

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 general 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 Greenfield, Eversource Energy. The Town of Greenfield imports all its energy resources other than wood.

PLANNING ASSUMPTIONS

The Town of Greenfield 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, the State and the Federal government can help emergency responders, the general 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 also 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 also could affect the adequacy of the supply to electric customers in Greenfield.
- Public water supplies and pressurized hydrants (Crotched Mountain only) will be affected during a power outage.
- Private water supplies will 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 Community and Public Health-Bureau of Food Protection to determine the need to dispose of food in such a situation.

CONCEPT OF OPERATIONS

GENERAL

Following a disaster and once activated, this ESF 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 EMD will activate ESF Support Agencies as needed. Components of this ESF may include Evacuation (if there is an extended period of power loss), Staging, Sheltering, Fire Prevention and related Field Operations.

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 facilities or populations requiring uninterrupted power or priority restoration during emergencies or disasters. Critical facilities in Greenfield include, but may not be limited to:
 - The Greenfield Fire Station (Primary EOC)
 - The Greenfield Town Offices (Town Government/Secondary EOC/Primary Shelter)
 - Barbara C. Harris Center (Secondary Shelter)
 - Crotched Mountain Rehabilitation Center (Secondary Shelter)
 - Greenfield Elementary School (Secondary Shelter)
 - The Greenfield Police Station
 - The Greenfield Department of Public Works Garage
 - Fueling facilities such as Crotched Mountain Rehabilitation Center (gasoline), the Fire Station (diesel) and the Department of Public Works (diesel) that are commonly used by emergency response personnel.
 - Greenfield Commons, elderly housing facility.
 - Vulnerable populations who need power for health needs
- Develop advance agreements with Eversource to ensure that critical facilities have priority in restoration efforts.

- 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 list of energy resources.
- Develop a maintenance program for generators at key critical facilities.
- Work with Eversource to ensure rights of ways are maintained to minimize power disruptions.

PREPAREDNESS PHASE

- Maintain generators for emergency back up at key facilities, if available.
- Develop a maintenance schedule for town-owned generators.
- Work collaboratively with the Selectboard to establish a policy on minimum amount of fuel to be maintained in fuel tanks to ensure an adequate supply of fuel for emergency response vehicles and equipment during a shortage.
- Pre-develop energy conservation protocols outlining requirements for the reduction of power usage.

RESPONSE PHASE

- The EMD, or his assigned designee, will coordinate directly with the power companies to perform a needs assessment and to determine timelines for power restoration.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The EMD will coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to impacted areas (i.e. building temporary roads into an affected area).
- The Department of Public Works, the Fire Department and the Police Department will conduct an immediate survey of streets to determine if downed trees, limbs and power lines require the closure of roads.

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 (free of downed power lines).
 - The energy shortage has subsided.
 - Any persons sheltered as a result 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.

MITIGATION PHASE

- Post-demobilization, the EMD and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the EMD and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property and to carry out other emergency response functions.
- Assess fuel and electrical power damage, energy supply and demand and assist in identifying requirements and priorities for restoration.
- Coordinate regularly with utilities to determine utility status, customers and areas affected and to determine that response, repair and restoration actions are being undertaken.
- Make recommendations regarding rationing or limiting the use of energy resources.
- Coordinate the use of essential utility services.
- Coordinate with *ESF# 1, Transportation*, for the transport of critical energy supplies.
- 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
 - Closed roads
 - Proper disposal of perishable goods
 - Estimated length of the outage or shortage
 - Rationing and conservation of fuel supplies
- Collect and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep):
 - Status of energy systems
 - Status of critical facilities
 - Number of residents without energy, in particular the functional needs population who require energy for their medical needs.
 - Staffing and resource capabilities, shortfalls and unmet needs

SUPPORT AGENCIES

DEPUTY EMDs

- Work with the EMD to provide assistance 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

- Assist traffic control and fire suppression for and around downed power lines.
- In conjunction with the Police Department, maintain a list of the functional needs population in particular those requiring power for home health care.
- Provide medical treatment and service per *ESF #8, Health & Medical*.
- Request medical transportation as needed.
- Assist with the use of emergency generators as available.
- Provide for the safety of energy personnel, equipment and critical facilities as necessary.
- Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

POLICE DEPARTMENT

- Provide for traffic control near downed power lines.
- In conjunction with the Fire Department, maintain a list of the functional needs population in particular those requiring power for home health care.
- Provide security and enforce rationing at public and/or private fuel distribution locations.

DEPARTMENT OF PUBLIC WORKS (DPW)

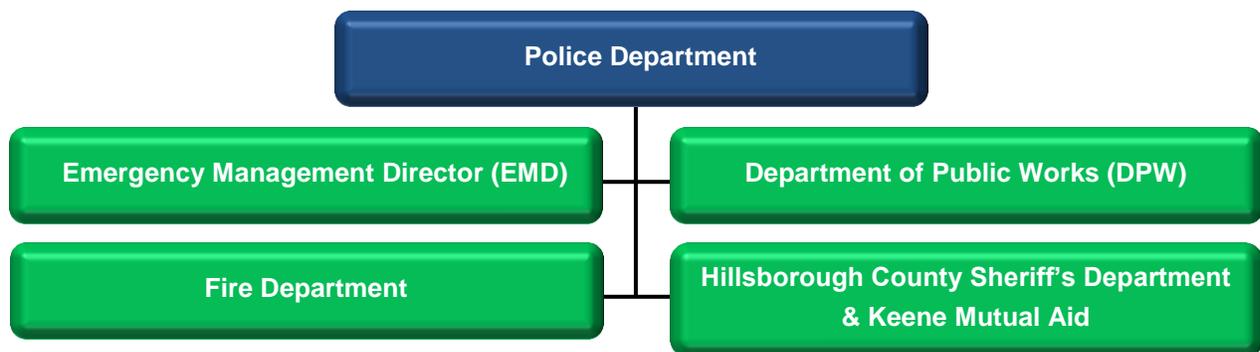
- Provide damage assessment and provide this information to the EMD.
- Assist with traffic control near downed power lines, as available.
- Identify locations that can be used for debris storage and/or disposal.
- Track the use of all personnel and equipment used.
- Provide assistance with transportation, debris removal and other needs to utilities.
- Clear roadways of debris, snow and other obstacles for power restoration.

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 (if any); 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 this ESF is to provide law enforcement and security through a coordinated emergency response effort.

SCOPE

The scope of this ESF 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 Law Enforcement may include manpower, equipment and/or technical expertise.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Police Department consists of a full-time Chief, two full-time sworn officers and five part-time sworn officers. The Police Chief serves as the operational and administrative head of the department. The Greenfield Police Department operates daily until late evening and then switches to "on-call". The Police Department is as well-equipped as any community of comparable size, but due to the size and

make-up of the department, additional personnel may not be available at the time of an emergency and outside resources may be required depending on the nature of the emergency.

The Police Department has Standard Operating Procedures (SOPs) for normal operations in all areas of law enforcement. The Police Department may give mutual aid assistance to neighboring communities or receive assistance from those communities, the Hillsborough County Sheriff's Department and/or New Hampshire State Police. The Police Station has emergency back-up power.

In a major emergency, the Police Department may 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 Town of Greenfield, in conjunction with the State, has primary responsibility for the protection of life and property by enforcing laws, orders and regulations. The Town assumes that law enforcement and security capabilities could be overwhelmed should a very significant emergency occur. Based on this assumption, the Town 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 situation.

It is further assumed that:

- Disasters and emergencies naturally bring out the curiosity of people in areas both affected and non-affected. The uncontrolled 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 into 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 so 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, arrest and the 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, community reception and care facilities.

CONCEPT OF OPERATIONS

GENERAL

Law enforcement and security will be initiated at the lowest operational level by the local Police Department. The NH State Police, the Hillsborough County Sheriff's Office and area Police Departments may be called upon to augment the Greenfield Police Department.

Initial 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 Greenfield 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 or regional agencies establish a Unified Command. The Greenfield Police Department, in coordination with the EMD and other Support Agencies, will have the responsibility for most 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 Greenfield Police Department for emergency events, including terrorism, include but are not limited to:

- NH State Police
 - Canine Unit
 - Special Weapons and Tactics (SWAT)
 - Major Crimes Unit
 - Explosive Ordinance Disposal (EOD)
 - Air Units (helicopter and plane)
- Associated Federal Agencies
- Hillsborough County Sheriff's Office
- NH Fish & Game
- NH Forest & Lands (DNCR)
- NH Marine Patrol (Department of Safety)
- NH National Guard

The Greenfield 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 9 of this Plan.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Police Department will call the EMD to activate ESF Support Agencies as needed. Components of this ESF may include Criminal Investigation, Unified Command, Traffic Control and related Field Operations.

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 providing assistance to and requesting assistance from other law enforcement agencies during emergencies.
- Develop traffic control plans for special and regional events.
- Develop and maintain Standard Operating Procedures (SOPs) for emergency conditions.

PREPAREDNESS PHASE

- Develop procedures for coordinating activities with the Department of Public Works during major emergencies to ensure that personnel know which routings are being utilized.
- Inspect and maintain all equipment, vehicles and radios.
- Ensure an adequate supply of fuel for emergency response vehicles.

RESPONSE PHASE

- After initial response to the scene of the emergency, unless otherwise instructed, request that responding police personnel report to the police station and await assignment.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The on-duty officer will continue to perform duties that he/she feels necessary until instruction is received from a ranking officer.
- Establish necessary communications with field personnel, assessing the overall law enforcement needs and response capabilities and notifying the Support Agencies and the EMD.

RECOVERY PHASE

- In the post-disaster recovery period, the Police Department may 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., mutual aid agencies, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction.

MITIGATION PHASE

- Post-demobilization, the Police Department and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Police Department and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES**LEAD AGENCY****POLICE DEPARTMENT**

- Begin call-up of off-duty police personnel to disburse personnel and equipment to strategic locations to augment law enforcement capabilities.
- Enforce all laws, orders, ordinances and regulations
- Manage and coordinate law enforcement requirements in support of the incident/emergency.
- Notify the EMD of the state of readiness.
- Activate the necessary procedures and plans to respond to an active shooter situation.
- 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 Department of Public Works.
- Coordinate the use of other police agency and non-police agency personnel in traffic control operations during emergencies.
- In coordination with *ESF #3, Public Works & Engineering*, determine whether specific road blocks should be manned or barricaded.
- Request additional assistance and coordinate provision of manpower, equipment, and/or technical expertise in cooperation with the County Sheriff's Department, the State Police and Special Operations Unit 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, 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
 - The Emergency Operations Center (EOC)
 - Damaged and/or evacuated areas
 - Shelter locations
- Assist in public warning and alerting procedures through *ESF #2, Communications & Alerting*.
- 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 Situation Report (SitRep).

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Establish direction and control at the EOC as needed.
- Contact State Emergency Management if the situation warrants.

FIRE DEPARTMENT

- Provide operational support and resources in support of this ESF.
- Provide initial health and medical services per *ESF #8, Health & Medical*.
- Request medical transportation as needed.
- Assist the Police Department with the establishment and manning of traffic control points.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Provide operational support and resources in support of this ESF.
- Maintain an inventory of barricades, signs, and other traffic control devices in coordination with the Police and Fire Department; provide as needed.
- Assist the Police Department with the establishment and manning of traffic control points.
- Provide the necessary equipment and manpower to keep roadways free of debris and/or dangerous materials.

HILLSBOROUGH COUNTY SHERIFF’S DEPARTMENT AND/OR KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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*.

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

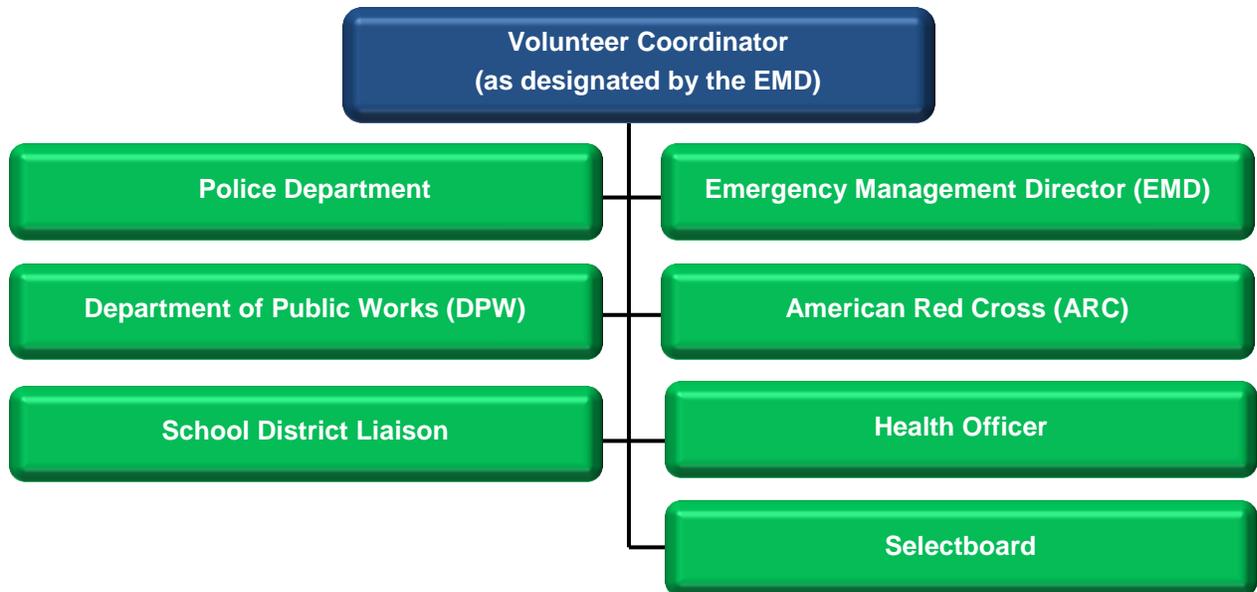
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Cruiser	Crown Victoria		Police Dept.	Gas	
Cruiser	Crown Victoria		Police Dept.	Gas	
Cruiser	SUV		Police Dept.	Gas	

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 this ESF is to provide the facilitated delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

A situation that would activate this ESF would be one in which many persons have either been displaced or their source of food, clothing and water were greatly diminished as a result of a hazardous event or emergency incident. In this case, appropriate volunteers and donations would be accepted by the Town on behalf of its disadvantaged 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 basic necessities could be diminished as a result 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 at a later time 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.

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the Volunteer Coordinator will call for the activation of this ESF and will then activate the ESF Support Agencies as needed. Components of the organization for the ESF may include Staging, Warehousing, Volunteer Management, Phone Banks, Volunteer Centers and related Field Operations.

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 may consider and assign a candidate for the position of Volunteer Coordinator.
- The EMD, along with a pre-designated Volunteer Coordinator (if available) may:
 - 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, Church Groups, Public School Volunteer program, etc.

PREPAREDNESS PHASE

- The EMD, along with a pre-designated Volunteer Coordinator (if available) shall pre-identify possible sites for resource staging areas, distribution centers and a volunteer center.
- The Town Administration 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

- The EMD will activate the EOC and request the designated Volunteer Coordinator to activate this ESF.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.
- The Volunteer Coordinator will coordinate with *ESF #7, Resource Support* to establish warehousing capabilities and to obtain other resources as needed.
- The Volunteer Coordinator will coordinate with *ESF #13, Public Safety and Law Enforcement*, to provide for security and safety requirements.

RECOVERY PHASE

Demobilization of this ESF will occur when:

- The need for volunteers and donated goods has ended.
- All volunteers have been released.
- 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.

MITIGATION PHASE

- Post-demobilization, the Volunteer Coordinator and Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the Volunteer Coordinator and Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

VOLUNTEER COORDINATOR (AS DESIGNATED BY THE EMD)

- Coordinate planning and oversee the operation of the volunteer and donations program.
- Determine volunteer needs including spontaneous volunteers, how they will be used and in what manner.
- Determine donation needs and available resources and establish receipt and distribution locations.
- 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
- Coordinate with local jurisdictions and volunteer agencies/organizations to identify unmet disaster needs if local resources are inadequate.
- 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 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 and maintain the following ESF status information to ensure inclusion into the Situation Report (SitRep) and report to the EMD:
 - 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 issues/activities

SUPPORT AGENCIES

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Establish direction and control at the EOC.
- Designate and activate the Volunteer Coordinator.
- Establish communications with NH Homeland Security and other state or private agencies as needed to augment available resources.
- Work with the Volunteer Coordinator to identify location(s) for donated items and warehousing.
- Per *ESF #15, Public Information*, provide information on unmet needs and 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 checks on volunteers if time and staffing allows and deemed necessary.

DEPARTMENT OF PUBLIC WORKS (DPW)

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

HEALTH OFFICER

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

SCHOOL DISTRICT LIAISON

- Provide potential space for storage of donations.
- Provide potential space for "just in time" training of volunteers.
- Potentially assist in the collection of donations.

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 .

SELECTBOARD

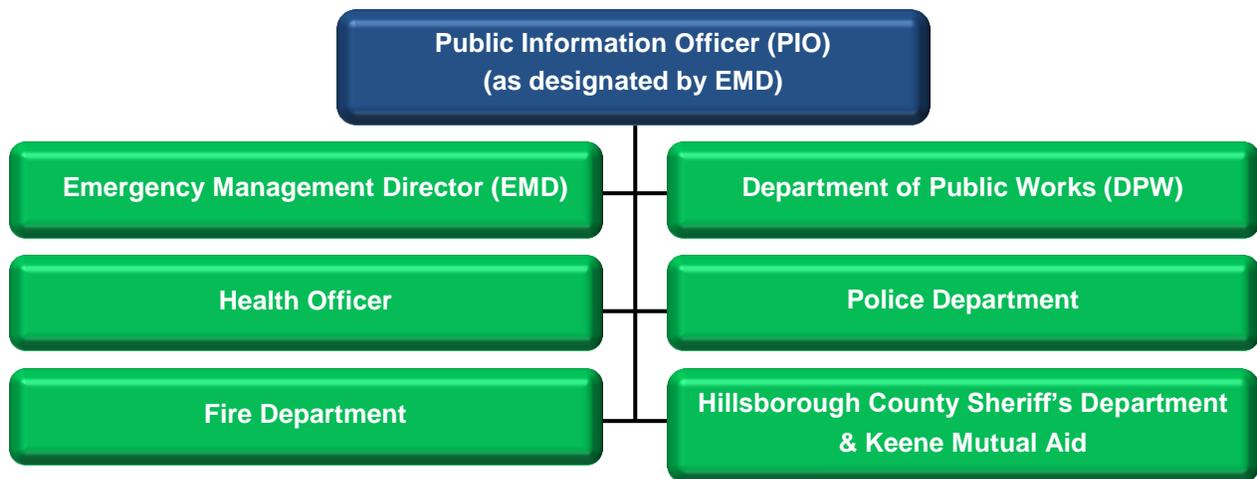
- Direct the establishment of a donations account for receiving monetary donations.
- Direct the establishment of specific wording for the *"Pay to the Order of:"* line for all checks and other securities so that appropriate information can be provided to potential donors.
- Provide financial support for this ESF as needed.
- Establish the system and guidelines that are required to disperse funds from the donation account.

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 general public, government officials and the news media through direct contact, briefings, presentations, news releases and advisories, websites, social media postings, and oversight of public inquiry lines established in or for the support of emergency management activities.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

The purpose of this ESF 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 will 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 may involve many state, municipal and private sector agencies. This ESF identifies those agencies and their responsibilities.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The citizens of Greenfield will require and respond to timely and factual information and instruction during all phases of an emergency situation 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

FEDERAL INFORMATION SUPPORT STRUCTURE:

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

STATE INFORMATION SUPPORT STRUCTURE:

The Department of Safety – Homeland Security & Emergency Management, Public Information Officer (PIO) will coordinate the management of the State's emergency public information response through all phases of a disaster.

State emergency public information will be coordinated through the State's Emergency Operations Center. If a JIC is established, state-level emergency public information also will be provided to the media and the public through that facility. The State will assist with locating and managing the operation of such a center.

State agencies with specific ESFs or other response roles will provide staff support for the State's emergency public information efforts.

The Governor and NH Homeland Security & Emergency Management (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.

LOCAL INFORMATION SUPPORT STRUCTURE:**LOCAL MEANS FOR TRANSMITTING AND DISSEMINATING EMERGENCY INFORMATION:**

- State Emergency Notification System (ENS)
- Reverse calling at the School (Power School)
- Television
 - WMUR-TV, Channel 9 (Manchester)
 - NH Public Broadcasting, channel 11 (Durham)
- Radio
 - 94.9 FM WHOM, (Mt. Washington)
 - 89.1 FM NH NPR (Concord)
- Newspapers
 - Monadnock Ledger-Transcript (twice weekly)
 - The Greenfield Spirit (town newsletter, six times a year)
 - Union Leader (Daily Sun-Fri.)
 - The Concord Monitor (Daily)
- The Community's website, www.greenfield-nh.gov; notification system (opt in only)
- Door-to-door Notifications
- Citizen Information and Media Centers
- Mobile units with public address systems
- Ham Radio Operators
- Facebook: Fire Department and Library

ORGANIZATION

In accordance with the organizational chart at the beginning of this ESF, the designated Public Information Officer (PIO) will call for the activation of this ESF and notify the Support Agencies. Components of this ESF may include Media Centers, Public Information Centers, Information Hotlines and Phone Banks, Computer and Internet Centers, Volunteer Centers and related Field Operations.

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 pre-designated PIO (if available) may:
 - 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.

PREPAREDNESS PHASE

- The EMD will prepare a list of possible individuals that would be able to serve as a Public Information Officer (PIO).
- The EMD, along with the pre-designated PIO (if available) may:
 - 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.

RESPONSE PHASE

- The EMD will activate the EOC and will designate and/or request the PIO to activate the ESF.
- 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:
 - The nature and scope of the emergency.
 - 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 situation 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 Greenfield; this is particularly important should events be more regional in nature.
 - Prepare for extensive media coverage depending on the extent of the emergency.
- The EMD will approve all local communications to be disseminated to either the public or the media and coordinate with any established Unified Command.

- The designated PIO will remain as the single media and public contact person to avoid confusing and misleading statements.
- All responding departments will maintain detailed logs of actions taken and materials used during an emergency.
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations.

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.

MITIGATION PHASE

- Post-demobilization, the PIO, along with other Support Agencies will review the response effort for future emergency planning.
- While conducting an After Action Report (AAR), the PIO, along with other Support Agencies will review and update this ESF to increase its effectiveness.

ROLES AND RESPONSIBILITIES

LEAD AGENCY

PUBLIC INFORMATION OFFICER ((PIO) AS DESIGNATED BY EMD)

- Report to the EOC to obtain briefing on the situation as directed by the EMD.
- Become familiar with the general organization of structure and the objectives for the incident.
- Gather and analyze all public information and instructions for release.
- Respond to media and community requests for information.
- Arrange press conferences, interviews, media briefings and tours.
- Assign responsibilities to all personnel participating in public information activities.
- Prepare all public information announcements and press releases; review them with EMD.
- 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 public information centers in strategic locations of the Town for inquiries by citizens, if needed.
- In coordination with the EMD, provide Subject Matter Experts (SMEs) for media interviews and press conferences, as requested and appropriate.
- Establish an emergency media center in the vicinity of the EOC, if necessary.
- Provide public information relating to recovery process and programs.
- Assess effectiveness of public information and education programs.

- Collect and maintain the following ESF status information to ensure inclusion in the Situation Report (SitRep) and report to the EMD:
 - Media releases issued
 - Schedule of press conferences and releases
 - Issues/activities/unmet needs

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Designate the PIO, either prior to an emergency event or during.
- Together with the PIO, gather and analyze all public information and instructions for release.
- Arrange regular briefings and work with the PIO to disseminate information to the general public and the media.
- Approve all communications that are to be disseminated to the public and the media.
- Coordinate with state, federal and private public information systems
- Assist in establishment of a JIC as needed.

SUPPORT AGENCIES

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.

FIRE DEPARTMENT

- Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assist with the staging for public and media announcements.
- Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.

HILLSBOROUGH COUNTY SHERIFF'S DEPARTMENT AND/OR KEENE MUTUAL AID

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Fire (Keene) and Police (Hillsborough).
- 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*.

HEALTH OFFICER

- Provide SMEs and subject matter information for media interviews, press conferences, public information and educational support, as requested and appropriate.
- Collaborate on the creation of press releases and information on communicable diseases and immunizations.

CHAPTER 7 – HAZARD SPECIFIC ANNEX

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The above list and the pages that follow represent the specific hazards that may occur in Greenfield and that could require the activation of the EOC. The initial list of hazards was taken from the 2014 Greenfield Hazard Mitigation Plan and discussed with the EOP planning team for inclusion in this section. The following changes were made:

- Four additional hazards that were not in the Greenfield Hazard Mitigation Plan were added to this annex: *Mass Casualty Incident (MCI), Extended Power Failure, Epidemic/Pandemic and Terrorism.*
- Seven hazards that were in the Greenfield Hazard Mitigation Plan were omitted (*Drought, Extreme Heat, Lightning, Subsidence, Radon, Landslide and Avalanche*) for the purpose of this annex as it was felt that these hazards would most likely not require the opening of the Emergency Operations Center.
- Severe weather events (*Wildfire, Tornado, Hurricane, Earthquake, Sever Wind and Extreme Winter Weather*) were grouped together as the duties and responsibilities were felt to be similar for each weather category.

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SEVERE NATURAL EVENTS

- Wildfire
- Tornado
- Hurricane
- Earthquake
- Severe Wind
- Extreme Winter Weather

SITUATION

Greenfield may experience unusually severe weather events during which the residents are unable to travel for essentials such as food or medical care. Extreme hot or cold temperatures could also occur thus putting the Community's elderly and functional needs citizens at risk, particularly when combined with power outages.

Other significant weather events such as hurricanes, tornadoes, downbursts (micro- and macro-) and earthquakes may also occur but are less likely to be at severe magnitudes. The potential also exists for fires, both structural and wildfire, to result from severe lightning, fallen trees and downed power lines, high winds and human causes.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Monitor weather reports and notify the EMD of impending severe weather or potential wildfire
- Assess the impending weather event and take initial response measures
- Provide initial response and assessment and report to the EMD
- Inform the EMD of all actions taken and assist the EMD as directed
- Implement storm coverage Standard Operating Procedures/Guidelines
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled prior to the weather event or potential wildfire
- Prepare and test communications systems

FIRE DEPARTMENT

- Activate hazardous materials response, if necessary
- Assist with evacuations as needed
- Control any resulting fires and protect exposures
- Coordinate utility service requirements
- Establish perimeters for forest fires
- Implement the Mass Casualty Plan if necessary
- Initiate search and rescue of affected area(s) if needed
- Provide command and control of the scene if warranted
- Rescue trapped occupants if structural fire occurs

POLICE DEPARTMENT

- Assist in providing emergency information to residents
- Establish and maintain a security perimeter control
- Execute traffic control and redirection as needed
- Evaluate parking ban requirements
- Assist with evacuations if necessary
- Patrol and search for abandoned vehicles or hazards
- Provide security to severely damaged areas
- Recommend public restrictions to the Emergency Management Director

DEPARTMENT OF PUBLIC WORKS (DPW)

- Maintain, clear and sand roadways for regular vehicular and emergency vehicle access
- Coordinate efforts to remove downed trees if applicable
- Inform the Emergency Management Director of road and highway conditions
- Assist with barricading roadways and other traffic control issues in coordination with the Police Department
- Assist the Fire Department with equipment and personnel
- Inspect and assess structural stability of buildings, bridges, dams and other infrastructure in conjunction with other departments or agencies
- Conduct post incident clean-up for return to public use

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Activate and staff the EOC upon notification of a pending weather event or wildfire
- Activate the appropriate ESFs for the situation
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Notify NH Homeland Security that the EOC has been activated
- Monitor utility services and coordinate activities and efforts to restore power if applicable
- Request and coordinate state and/or federal resources as required
- Assemble all available equipment lists and track deployment of equipment
- Assemble all available personnel lists and track deployment of personnel
- Coordinate emergency transportation with bus companies as needed
- Contact the functional needs community and elder citizens who may need assistance
- Authorize public restrictions as needed
- Release information bulletins for the public
- Determine the stability of temporary shelters
- Activate emergency shelters with assistance from American Red Cross as needed
- Assess the requirements for fuel, food, water, warming and cooling at the shelter and for emergency responders
- Approve shelter instructions for residents
- Provide support to all responding departments

FLOODING & RIVERINE FLOODING

SITUATION

Greenfield is vulnerable to flooding from several types of events including riverine flooding and local road flooding from heavy rainfall. In addition, local roads are often impacted by rapid snow melt and ice jams. According to the 2014 Greenfield Hazard Mitigation Plan, New Boston Road, Dunklee Road, Swamp Road and Otter Lake Lane are some areas of the Town that are most susceptible³

Any flooding in Greenfield could result in restricted travel ways, structural flooding and possible evacuation. Pre-identified floodplain areas, severe storms, rapid snow melt, ice jams, dam breaches and the swelling of brooks and streams may all contribute to flooding emergencies.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - o Total man-hours
 - o Total equipment hours
 - o Cost of materials
- Provide initial response and assessment and report to the Emergency Management Director
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems

FIRE DEPARTMENT

- Perform water rescue(s) if needed
- Assist with the evacuation of flooded areas
- Assist with the assessment of damaged buildings
- Evaluate hazardous materials storage for impact from flooding
- Assist with notification to residents

POLICE DEPARTMENT

- Establish perimeter security of evacuated or flooded areas
- Assist with the evacuation of flooded areas
- Establish traffic rerouting and roadway blockade as needed
- Provide on-scene security
- Assist with notification to residents

³ Town of Greenfield, Hazard Mitigation Plan Update 2014; Southwest Region Planning Commission

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assess road and bridge conditions
- Monitor river elevations and dams
- Monitor erosion and roadway stability
- Maintain storm drain system
- Assist with heavy equipment
- Fill/disperse sandbags
- Assist the Police Department in blockade of roads

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Contact the functional needs community and elder citizens who may need assistance
- Release public information bulletins for the public
- Monitor weather and flood conditions
- Request and coordinate state and/or federal assistance if required
- Assemble all available equipment lists and track deployment of equipment
- Track the deployment of personnel working the emergency

HAZARDOUS MATERIALS SPILLS

SITUATION

Hazardous materials may be released in an uncontrolled fashion endangering either personnel or the environment. A hazard can be in the form of solid, liquid, or gaseous contaminants and be brought about by motor vehicle or aircraft accidents involving hazardous materials and/or oil and fuel spills or at fixed locations.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Provide initial response and assessment and report to the EMD
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the EMD with personnel and equipment to transport individuals if need
- Assist the EMD with the communication of local health risks if they arise from the situation

FIRE DEPARTMENT

- Take command and control of the scene as needed
- Notify the Emergency Management Director of protective actions that should be taken
- Coordinate and request mutual aid response from Keene Mutual Aid.
- Coordinate and request assistance from the Keene Fire Department and/or Souhegan Mutual Aid Response Team (SMART).
- Coordinate with state and federal agencies in mitigating the release of toxic elements

POLICE DEPARTMENT

- Establish on-scene and perimeter security
- Coordinate mutual aid response of law enforcement agencies
- Coordinate state police response when applicable
- Conduct criminal investigation if appropriate

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assist with personnel and equipment
- Provide containment materials for spills if requested
- Assist police with road closures, redirecting and reopening as needed

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- With other departments, contact the functional needs community and elder citizens who may need assistance
- Release public information bulletins
- Assist with state and federal agencies as required
- Initiate and assist in long-term strategy planning for the affected area

DAM FAILURE (MCDOWELL DAM, PETERBOROUGH)**SITUATION**

Failure of McDowell Dam in Peterborough could significantly impact Greenfield, according to the 2014 Greenfield Hazard Mitigation Plan. There are also two other dams in Greenfield on the active list both of which are “non-menace” dams⁴.

RESPONSIBILITIES***GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS***

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Provide initial response and assessment and report to the EMD
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the Emergency Management Director with personnel and equipment to transport individuals if need
- Assist the Emergency Management Director with the communication of local health risks if they arise from the situation

FIRE DEPARTMENT

- Initial response and assessment
- On scene command
- Assist with evacuations
- Search and rescue
- Implement Mass Casualty Plan if necessary

POLICE DEPARTMENT

- Provide security to severely damaged areas
- Assist the Fire Department and the Department of Public Works
- Assist with evacuations
- Contact the functional needs community and elder citizens who may need assistance
- Control and redirect traffic as needed

⁴ Town of Greenfield, Hazard Mitigation Plan Update 2014; Southwest Region Planning Commission

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assess the damage to the failed facility
- Prepare personnel and equipment upon notification
- Notify the EMD
- Clear debris from incident site
- Look into alternate water supply
- Assess the damage to the Town's water supply
- Respond and assess damage to roads
- Monitor and block areas of concern prior to the arrival of flood waters
- Monitor dam(s)
- Monitor utility services and coordinate activities
- Construct barricades and detours where needed
- Maintain roadway passage
- Assist police department in traffic control

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Activate and staff the EOC upon notification
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Release public information bulletins
- Request state and/or federal resources as required
- Activate emergency shelters with assistance from ARC as needed
- Assemble all available equipment lists and track deployment of equipment
- Assemble all available personnel lists and track deployment of personnel
- Coordinates emergency transportation with bus companies as needed
- Assess structural stability of buildings, bridges and dams

MASS CASUALTY INCIDENT (MCI)

SITUATION

The potential exists for a Mass Casualty Incident within Greenfield, particularly involving mass transportation such as tour and school buses or incidents involving recreational activities or large gatherings of people.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Provide initial response and assessment and report to the Emergency Management Director
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the Emergency Management Director with personnel and equipment to transport individuals if need

FIRE DEPARTMENT

- Take command and control of the incident in a unified approach with the Police Department
- Perform rescue and extrication as required
- Implement the Mass Casualty Plan
- Suppress and control any resulting fires
- Initiate hazardous materials response if necessary
- Notify and coordinate regional and state agencies regarding hazardous materials

POLICE DEPARTMENT

- Take command and control of the incident in a unified approach with the Fire Department
- Provide interior and outer perimeter control
- Reroute traffic around site of accident
- Notify and coordinate state law enforcement agencies
- Investigate collision and/or fatalities

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assist police with road closures
- Provide containment materials for spills if requested
- Salt roadway if requested
- Assist with post clean-up and opening of roadway if requested

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Release public information bulletins
- Request state/federal assistance and coordinate efforts
- Track progress of restoration

EXTENDED POWER FAILURE

SITUATION

The potential exists for essential services to be interrupted for long periods of time. Essential services are defined as: electric, potable water, natural gas, vehicle fuel shortages. Extended power failure, particularly when combined with poor weather conditions, could pose a particular threat to the Community's elderly and/or handicapped populations.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Provide initial response and assessment and report to the Emergency Management Director
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the Emergency Management Director with personnel and equipment to transport individuals if need

FIRE DEPARTMENT

- Offer assistance as needed to restore power

POLICE DEPARTMENT

- Increase patrol services and visibility
- Call back off duty personnel if required

DEPARTMENT OF PUBLIC WORKS (DPW)

- Monitor and assist the repair of services
- Offer assistance as needed to restore power

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- With other departments, contact the functional needs community and elder citizens who may need assistance
- Release public information bulletins
- Initiate long-term strategic planning for the affected area
- Open temporary shelters if required
- Request and coordinate state/federal assistance
- Coordinate American Red Cross services if required
- Develop a restoration priorities plan
- Track progress of restoration
- Develop and implement an emergency services plan to include the coordinated procurement of distribution of vital services

EPIDEMIC/PANDEMIC

SITUATION

The potential exists for epidemic and/or pandemic in Greenfield. The Town is frequented by weekend, summer and winter visitors thus adding to the probability that an epidemic or pandemic could affect the Community. Greenfield students in grades 5-12 also attend school outside of the Town adding to the potential for epidemic and/or pandemic.

RESPONSIBILITIES

ALL DEPARTMENTS RESPONSIBILITIES

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Monitor health conditions within the Community and report to the EMD
- Provide initial response and assessment and report to the EMD
- Inform the EMD of all actions taken and assist the EMD as directed
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the Emergency Management Director with personnel and equipment to transport individuals if need
- Assist the Emergency Management Director with the communication of local health risks as needed

FIRE DEPARTMENT

- Assist the Police Department with traffic issues as needed

POLICE DEPARTMENT

- Increase patrol services and visibility in and around any quarantined areas of Greenfield
- Provide security for areas that are quarantined

DEPARTMENT OF PUBLIC WORKS (DPW)

- Assist the Police Department with traffic issues as needed

HEALTH OFFICER

- Monitor health conditions within the Community and report to the EMD
- Provide initial response and assessment and report to the EMD
- Inform the EMD of all actions taken and assist the EMD as directed
- Notify the Greater Monadnock Regional Public Health Network
- Notify the Medical Reserve Corp / MACE
- Notify Monadnock Community Hospital as needed
- Open inoculation centers if required

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Contact the functional needs community and elder citizens who may need assistance
- Release public information bulletins
- Notify the Health Officer and other applicable response agencies
- Request and coordinate state/federal assistance
- Coordinate American Red Cross services if required
- Open temporary shelters if required
- Assist medical personal in the establishment of quarantine units
- Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital supplies

TERRORISM

SITUATION

The deliberate destruction or damage to services, facilities, roadways, railways, or functions could occur at any time with or without notice and may take place in phases with the potential for additional targets. A terrorism event could damage buildings and harm people, but could also potentially change the very nature of the Community.

RESPONSIBILITIES

GENERAL RESPONSIBILITIES FOR ALL DEPARTMENTS

- Maintain accurate and up-to-date records of:
 - Total man-hours
 - Total equipment hours
 - Cost of materials
- Provide initial response and assessment and report to the Emergency Management Director
- Take initial response measures
- Monitor the situation and report actions taken to the Emergency Management Director
- Implement Standard Operating Procedures/Guidelines as needed
- Evaluate personnel status; call back off duty personnel as needed
- Assemble available equipment and check operation
- Ensure all vehicles are fueled and ready for use
- Prepare and test communications systems
- Assist the Emergency Management Director with personnel and equipment to transport individuals if need

FIRE DEPARTMENT

- Take command and control of the incident in a unified approach with the Police Department until state and/or federal assistance arrives
- Coordinate fire mutual aid if needed
- Control fires and hazardous materials response as needed
- Perform search and rescue operations if needed
- Activate the Mass Casualty Plan if needed
- Assist with evacuation if required

POLICE DEPARTMENT

- Take command and control of the incident in a unified approach with the Fire Department until state and/or federal assistance arrives
- Investigate for further threat or threats
- Evaluate other potential targets
- Assist with evacuation if required
- Coordinate mutual aid law enforcement agencies
- Conduct criminal investigations
- Provide facilities for long term investigation

DEPARTMENT OF PUBLIC WORKS (DPW)

- Maintain roadway passage
- Monitor public utilities
- Assist other departments with personnel and equipment

EMERGENCY MANAGEMENT DIRECTOR (EMD)

- Determine the extent of the emergency
- Consider activating and staffing the EOC
- The EMD will notify the Selectboard, the Town Administrator and surrounding town EMDs of all EOC activations
- Contact the functional needs community and elder citizens who may need assistance
- Coordinate evacuation and sheltering process if necessary
- Coordinate American Red Cross activities
- Release public information bulletins
- Request and coordinate assistance from state and federal agencies
- Track the deployment of personnel and equipment
- Develop strategic plan for the incident

CHAPTER 8 – RESOURCE INVENTORY

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CATEGORIZED RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone
Aircraft-Fixed Wing (see also "Helicopters)			
Civil Air Patrol	Lt Col Dan Nash		448-6295
NH Fish & Game			271-3422
NH State Police			271-3636
NH National Guard			225-1350
Ambulances			
Peterborough Ambulance			911
CarePlus			424-8331
Rockingham Ambulance			882-5330
Souhegan Ambulance			878-4148
DeLuzio Ambulance			357-0341
Airports			
Silver Ranch Airpark (KAFN)		Jaffrey	532-8870
Boire Field		Nashua	882-0661
Dillant-Hopkins Airport (KEEN)		Keene	357-9835
Hawthorne-Feather Airpark		Deering	588-6868
American Red Cross-NH			
American Red Cross	Frank Grima		889-6664 812-1874 c
American Red Cross	Ed Blanchard		889-6665 513-9895 c
American Red Cross	Marsha Haines		225-6697 494-9091 c
American Red Cross	Kristen Binau		889-6665 545-5793 c
American Red Cross	Karen Dudley		889-6665 438-2426 c
Animal Care & Boarding			
Kokal's Farm	Stephanie Kokal	Greenfield	547-5293
Williams Farm	Holly Williams	Greenfield	547-3508
Great Brook Veterinary Clinic		Antrim	588-3460
Tenny, Fritz, & Coombs Animal Hospital		Peterborough	924-3881
Animal Care Clinic		Peterborough	924-9033
Monadnock Humane Society		Swanzey	352-9011
Animal Rescue League of NH		Bedford	472-3647
Animal Feed & Equipment			
Agway Peterborough		Peterborough	924-6801
Gracie's Grain		Peterborough	924-6797
Agway Milford		Milford	673-1669
Blue Seal Feeds		Milford	673-2601

Business/Agency	Contact	Location	Phone
Auto Parts & Service			
Greenfield Auto Service	Tom Wozniak	Greenfield	547-6308
Kemp's Used Auto Parts & Trucking	Bill Kemp	Greenfield	547-2768
LS & NM Repair Services	Norm Nickerson	Greenfield	547-3766
Shepard's Automotive & Towing		Greenfield	547-3821
Barricades			
Grainger - Manchester		Manchester	800-472-4643
New England Barricade		Newmarket	800-365-8365
United Rental		Hooksett	622-1152
Blankets			
Blasting Contractors			
Maine Drilling & Blasting		Gardiner, ME	800-370-2338
Maine Drilling & Blasting		Barre, VT	802-476-0689
Boats			
NH Fish & Game		Concord	271-3422
NH Marine Patrol		Gilford	293-2037
United States Coast Guard			757-398-6390
Body Bags (required by Medical Examiner)			
DMORT - contact through Homeland Security			
Bomb Disposal Unit			
NH State Police			271-3636
VT State Police			802-244-8727
Building Equipment			
Belletete's		Peterborough	924-9436
Antrim Lumber		Antrim	588-2139
Home Depot		Nashua	891-4300
Home Depot		Keene	355-2113
Home Depot		Amherst	882-5522
Lowe's		Amherst	521-9241
Milford Lumber		Milford	673-3331
Hamshaw Lumber		Keene	352-6100
Building Inspector(s)			
Mike Borden		Greenfield	547-0437

Business/Agency	Contact	Location	Phone
Buses (mass transportation vehicles)			
Student Transportation of America	Amy Wing	Peterborough	924-9212
Churches & Clergy			
Greenfield Evangelical Covenant Church	Rev. Osgood	Greenfield	547-3626
Clothing			
Greenfield Clothes Closet		Greenfield	547-3626
Concrete (block)			
Concrete (poured)			
Carroll Concrete		Peterborough	924-1999
Contractors (plumbers, electricians, carpenters)			
North Pack Electrical Services	Kyle Fontaine	Greenfield	547-6683
Jarvis Adams Plumbing & Heating	Jarvis Adams	Greenfield	547-2706
Sanford Temperature Control	Dale Sanford	Greenfield	547-2717
Aaron Chacos Carpentry	Aaron Chacos	Greenfield	547-3020 801-7485 c
AJ Russell Construction	AJ Russell	Greenfield	547-3020 801-3894 c
E.T. Carpentry		Greenfield	365-5063 c
Jon Gagnon	Jon Gagnon	Greenfield	801-7265 c
Goodwin Carpentry	Richard Goodwin	Greenfield	547-8861
County			
Grafton County Sheriff		Haverhill	787-6911
Coos County Sheriff		Lancaster	788-5598
Carroll County Sheriff		Ossipee	539-2284
Rockingham County Sheriff		Brentwood	679-2241
Merrimack County Sheriff		Boscawen	796-6600
Belknap County Sheriff		Laconia	527-5454
Cheshire County Sheriff		Keene	352-4238
Strafford County Sheriff		Dover	742-4960
Hillsborough County Sheriff		Goffstown	627-6510
Sullivan County Sheriff		Newport	863-4200
Cranes & Riggings			
American Steel		Greenfield	547-2585

Business/Agency	Contact	Location	Phone
Divers			
NH Fish & Game			271-3421
NH State Police			525-5555
Dogs (search & rescue)			
NH State Police			271-3636
VT State Police			802-748-3111
New England K-9 Search & Rescue			526-6754 or 877-730-2769
Duplicating Equipment & Facility			
Copies and More		Peterborough	924-7088
Greenfield Town Office		Greenfield	547-3442
EMS & Medical			
EMS (Local)	Mutual Aid		352-1291
Dartmouth Hitchcock Air Response Team (DHART)		Hanover	800-650-3222
Boston Med Flight		Boston, MA	800-233-8998
Life Flight of Maine		Portland, ME	207-785-2288
North Country Life Flight			518-891-6853
Disaster Behavioral Health Response Team (DBHRT)			271-2231 or 800-852-3782
Stonehearth Open Learning Opportunities (SOLO)		Conway	447-6711
Advanced Life Support Institute (ALSI)		Conway	447-4249
Engineers			
CLD Consulting Engineers		Manchester	668-8223
US Army CRREL		Hanover	646-4100
Exterminators			
JP Pest Control		Milford	673-2908
Federal Agencies			
NH Forest Ranger	Bryan Knowell		419-9144
Fire Mutual Aid			
Mutual Aid			352-1291
Food (restaurants & dining facilities)			
Riverhouse Restaurant		Greenfield	547-8710
Food (food stores & potable drinks)			
Harvester Market	Jesse	Greenfield	547-3414
Market Basket		Milford	672-4558
Stop & Shop		Peterborough	924-2999

Business/Agency	Contact	Location	Phone
Fuel (gas, diesel, home heating, propane)			
Rymes - propane		Antrim	588-6868
Cardelli's Fuel		Milford	673-1336
Irving Fuel		Milford	673-3102
Allen & Matthewson Oil		Rindge	791-9576
Red's Oil		Jaffrey	532-6121
Haffner's Oil		Greenville	925-3500
T-Bird Citgo		Antrim	588-6893
Alltown Mobil		Peterborough	924-6722
Big Apple Store - Shell		Peterborough	924-4410
Funeral Homes			
Jellison Funeral Home		Peterborough	924-3511
Woodbury Funeral Home		Peterborough	924-3302
Cournoyer Funeral Home		Jaffrey	532-6484
Generators			
Ham Radio Operators			
Christopher Horn	New Boston Rd	Greenfield	517-4427
Jon Grojean		Hancock	525-3654 398-0822 c
HazMat			
NH DES - Petroleum Spill Response			271-3644
NH DES - Hazardous Material			271-3899
US Coast Guard - Coastal Oil Spills			207-780-3251
National Response Center - Spills that impact water			800-424-8802
US EPA - 24-Hour Emergency inland spills response			617-918-1279
NH State Police - Hazmat Response			271-3636
Clean Harbors Environmental		Bow	224-6626
Heavy Equipment (Dump Trucks, Excavators & other Heavy Equipment)			
Fran McMahon	Fran McMahon		547-6425 620-1302 c
Merzi Trucking		Greenfield	547-2302 365-0679 c
Helicopters - EMS			
DHART Flight Request			650-4600 or 800-650-3222
Boston Medflight			800-233-8998
Helicopters - Search & Rescue/Damage Assessment			
NH State Police			271-3636
US Border Patrol			800-689-3362
United States Coast Guard			757-298-6390

Business/Agency	Contact	Location	Phone
Vermont National Guard			802-338-3050
NH National Guard			225-1350
Hospitals			
Monadnock Community Hospital		Peterborough	924-7191
Cheshire Hospital		Keene	354-5400
Milford Urgent Care		Milford	673-5623
Catholic Medical Center		Manchester	668-3545
Elliot Hospital		Manchester	669-5300
Ice			
Harvester Market	Jesse	Greenfield	547-3414
Taggart Ice		Nashua	888-4630
Jersey Barriers			
Pike Industries		West Lebanon	298-8774
Lodging Facilities			
Greenfield Inn	John Jordan	Greenfield	547-6327
Jack Daniels Motor Inn		Peterborough	924-7548
Our Town Inn		Peterborough	554-2073
Benjamin Prescott Inn		Jaffrey	532-6637
Hancock Inn		Hancock	525-3318
Maplehurst Inn		Antrim	588-3888
Medical Gases			
Keene Medical		Keene	357-3222
Morgue (temporary/established by Medical Examiner)			
Pharmaceutical Supplies			
Rite Aid		Peterborough	924-3632
CVS		Peterborough	924-6397
Photographers			
Lakes Region Aerial Photography		Laconia	524-0771
Ken Paulsen		Greenfield	547-2180
Denis Filipetti			978-256-3820
Portable Light Towers			
Grainger		Manchester	800-472-4643
Pike Industries		West Lebanon	298-8773
United Rentals		West Lebanon	298-2916
NH Department of Transportation		Concord	448-2654 or 271-6862

Business/Agency	Contact	Location	Phone
Portable Toilets			
PJD Porta Potties		Stoddard	446-7106
Print Media			
Union Leader		Manchester	668-4321
Monadnock Ledger		Peterborough	924-7172
Propane (see "Fuel")			
Public Health Networks			
North Country Regional Public Health Network	Amy Holmes	Littleton	259-3700
Central NH Regional Public Health Network	Angel Ekstrom		536-4000
Upper Valley Regional Public Health Network	We Miller		650-4105
Carroll County Coalition for Public Health	Jessica Rosman		
Winnepesaukee Regional Public Health Network	Susan Laverak		528-2145
Greater Sullivan County Regional Public Health Network			
Strafford County Regional Public Health Network	Dave Hutchinson		516-2562
Capital Area Regional Public Health Network	Mary Reed		224-3840
Greater Monadnock Regional Public Health Network	Tricia Wadleigh		354-5454
Greater Nashua Regional Public Health Network	Patty Crooker		589-4507
Greater Manchester Regional Public Health Network	Phil Alexakos		624-6466
Greater Derry Regional Public Health Network	Garrett Simonsen		845-5539
Seacoast Regional Public Health Network	Mary Cook		418-6404
Radio Equipment, Rental & Maintenance			
Keene Mutual Aid		Keene	352-1291
Radio Stations			
NHPR - Public Radio		Concord	228-8910
WZID FM - Variety		Manchester	669-5777
WMLL FM - Rock		Manchester	669-5777
WHOM - 80s & 90s		Portland, ME	207-774-6364
WOKQ FM - Country		Portsmouth	749-9750
Refrigeration			
RSD Transportation	Kevin Childs	White River, VT	802-291-9090
Ryder Truck Rental		Manchester	669-0300
Rotary, Masons & Other Clubs & Service Agencies			
Lions Club	Sue Conklin		588-5888
Masons Grand Lodge		Milford	554-1723

Business/Agency	Contact	Location	Phone
Rubbish Haulers & Dumpsters			
Waste Management		Londonderry	800-443-5515
Casella Waste System		Rutland, VT	888-485-1469
Dumpster Depot		Canterbury	783-8050
Monadnock Disposal Service		Jaffrey	532-7985
Sand & Gravel			
Fracestown Sand & Gravel		Bennington	588-3900
Henniker Crushed Stone		Henniker	428-7726
Sand Bags			
US Army Corps of Engineer (CRREL)		Hanover	646-4100
Globe Bag		Woburn, MA	800-892-2004
NH National Guard		Concord	228-1135
NH Emergency Management		Concord	271-2231 or 800-852-3792
Schools			
Greenfield Elementary School	Karen Paul		547-3334
ConVal High School			924-3336
ConVal Superintendent's Office	Kim Rizzo		924-3336
Snowmobiles & ATVs (OHRV, Off Highway Recreational Vehicle)			
Crotched Mt. Ridge Runners	Tammy Atherton	Greenfield	
Snow Plowing & Removal			
Norm Nickerson		Greenfield	547-3766
Nick Haskell		Greenfield	547-2192
Specialized Teams			
DMAT Team		Concord	271-2231 or 271-3636
DMORT Team		Concord	271-2232 or 271-3636
FEMA Urban Search & Rescue		Concord	271-2231 or 271-3636
UV Wilderness Response Team	Scott Carpenter	Hanover	802-747-2239
Androscoggin Valley Search and Rescue		Gorham	
Mountain Rescue Service		North Conway	356-7013
Pemigewasset Valley Search and Rescue	Allan Clark	Franconia	823-5748
Central NH Special Operations Unit		Pembroke	225-5584
State Agencies			
NH Forests & Lands (DRED); Director	Brad Simpkins	Concord	271-2214
NH Forests & Lands (DRED) District 1	Capt. John Accardi		
NH Forests & Lands (DRED) District 1	Steve Sherman		
NH Forests & Lands (DRED) District 1	Jason Huter		
NH Forests & Lands (DRED) District 2	Capt. Bryan Nowell		

Business/Agency	Contact	Location	Phone
NH Forests & Lands (DRED) District 2	Doug Miner		
NH Forests & Lands (DRED) District 2	Matt Apgar		
NH Forests & Lands (DRED) District 3	Capt. John Dodge		
NH Forests & Lands (DRED) District 3	Neil Bilodeau		
NH Forests & Lands (DRED) District 3	Steve Kessler		
Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	800-852-3792
Homeland Security Field Representative	Paul Hatch	Concord	223-3635 419-9407 c
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 419-0950 c
Homeland Security Field Representative	Liz Lufkin	Concord	223-3619 491-7700 c
Homeland Security Field Representative	Danielle Morse	Concord	
Homeland Security Field Representative	Shawna-Leigh Morton	Concord	223-3640 892-4090 c
NH Public Works Mutual Aid		Durham	862-2826
NH Fish & Game		Concord	271-3422 or 271-3421
NH DOT (local)			
NH Department of Transportation (DOT)		Concord	271-3734
NH State Police	Duty Officer	Concord	271-3636 or 800-525-5555
NH Department of Environmental Services (DES)		Concord	271-3503
NH State Fire Marshall	J. William Degnan	Concord	271-3294
NH Dept. of Agriculture, Markets & Food		Concord	271-3551
NH Dept. of Cultural Resources		Concord	271-8418
NH Archives & Records Management		Concord	271-2336
NH DHHS, Food Protection		Concord	271-4589
NH Disaster Animal Response Team (DART)		Concord	271-7200
Television			
WMUR		Manchester	669-9999
WCAX		Burlington, VT	802-652-6300
Tent Rental			
Lakes Region Tent & Event		Concord	456-2049
Taylor Rental Center		Concord	224-1931
Monadnock Tent Rentals	John Hopkins	Greenfield	562-6690 c
Christian Party Rentals		Hollis	883-5326
Towing (see "Wreckers")			
Kemp's Used Auto Parts and Trucking	Bill Kemp	Greenfield	547-2768
Kent's		Milford	673-4848
Towns (area)			
Bennington Town Office			588-2189
Fracestown Town Office			547-3469

Business/Agency	Contact	Location	Phone
Peterborough Town Office			924-8000
Lyndeborough Town Office			654-7880
Hancock Town Office			525-4441
Traffic Control Device Rental			
NH Department of Transportation (DOT)		Concord	271-3734
United Rental		Hooksett	622-1152
Tree Removal Services			
Asplundh		Weare	529-1690 or 800-248-8733
Keene Tree Service		Keene	924-4424
Utilities (Electric, Phone)			
Fairpoint			866-534-2944
NH Electric Coop			800-698-2007
PSNH			800-662-7764
PSNH Municipal Emergency			800-386-4086
Time Warner Cable			800-627-2288
Verizon			555-1515
Volunteer Organizations (Volunteer Organizations Active in Disaster, VOAD)			
Volunteer NH	Domenic DiNatale	Concord	271-6098
Water - Potable			
Harvester Market	Jesse	Greenfield	547-3414
Monadnock Mt. Spring Water		Wilton	654-2728
Water - Non Potable			
Greenfield Fire Department		Greenfield	547-3501
Welders			
Forest Road Welding	Kevin McMurray	Greenfield	547-2718
Rossi's Portable Welding Service	Melvin Rossi	Greenfield	547-3351 345-9560 c
Wreckers			
Kemp's Used Auto Parts and Trucking		Greenfield	547-2768

ALPHABETICAL RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone	Category
A-C				
Aaron Chacos Carpentry	Aaron Chacos	Greenfield	547-3020 801-7485 c	Contractors
Advanced Life Support Institute (ALSI)		Conway	447-4249	EMS & Medical
Agway Milford		Milford	673-1669	Animal Feed & Equipment
Agway Peterborough		Peterborough	924-6801	Animal Feed & Equipment
AJ Russell Construction	AJ Russell	Greenfield	547-3020 801-3894 c	Contractors
Allen & Matthewson Oil		Rindge	791-9576	Fuel
Alltown Mobil		Peterborough	924-6722	Fuel
American Red Cross	Frank Grima		889-6664 812-1874 c	American Red Cross-NH
American Red Cross	Ed Blanchard		889-6665 513-9895 c	American Red Cross-NH
American Red Cross	Marsha Haines		225-6697 494-9091 c	American Red Cross-NH
American Red Cross	Kristen Binau		889-6665 545-5793 c	American Red Cross-NH
American Red Cross	Karen Dudley		889-6665 438-2426 c	American Red Cross-NH
American Steel		Greenfield	547-2585	Cranes & Riggings
Androscoggin Valley Search and Rescue		Gorham		Specialized Teams
Animal Care Clinic		Peterborough	924-9033	Animal Care & Boarding
Animal Rescue League of NH		Bedford	472-3647	Animal Care & Boarding
Antrim Lumber		Antrim	588-2139	Building Equipment
Asplundh		Weare	529-1690 or 800-248-8733	Tree Removal Services
Belknap County Sheriff		Laconia	527-5454	County
Belletete's		Peterborough	924-9436	Building Equipment
Benjamin Prescott Inn		Jaffrey	532-6637	Lodging Facilities
Bennington Town Office			588-2189	Towns (area)

Business/Agency	Contact	Location	Phone	Category
Big Apple Store - Shell		Peterborough	924-4410	Fuel
Blue Seal Feeds		Milford	673-2601	Animal Feed & Equipment
Boire Field		Nashua	882-0661	Airports
Boston MedFlight		Boston, MA	800-233-8998	EMS & Medical & Helicopters
Capital Area Regional Public Health Network	Mary Reed		224-3840	Public Health Networks
Cardelli's Fuel		Milford	673-1336	Fuel
CarePlus			424-8331	Ambulances
Carroll Concrete		Peterborough	924-1999	Concrete (poured)
Carroll County Sheriff		Ossipee	539-2284	County
Carroll County Coalition for Public Health	Jessica Rosman			Public Health Networks
Casella Waste System		Rutland, VT	888-485-1469	Rubbish Haulers & Dumpsters
Catholic Medical Center		Manchester	668-3545	Hospitals
Central NH Regional Public Health Network	Angel Ekstrom		536-4000	Public Health Networks
Central NH Special Operations Unit		Pembroke	225-5584	Specialized Teams
Cheshire County Sheriff		Keene	352-4238	County
Cheshire Hospital		Keene	354-5400	Hospitals
Christian Party Rentals		Hollis	883-5326	Tent Rental
Christopher Horn	New Boston Rd	Greenfield	517-4427	Ham Radio Operators
Civil Air Patrol	Lt Col Dan Nash		448-6295	Aircraft-Fixed Wing
CLD Consulting Engineers		Manchester	668-8223	Engineers
Clean Harbors Environmental		Bow	224-6626	HazMat
ConVal High School			924-3336	Schools
ConVal Superintendent's Office	Kim Rizzo		924-3336	Schools
Coos County Sheriff		Lancaster	788-5598	County
Copies and More		Peterborough	924-7088	Duplicating Equipment & Facility
Cournoyer Funeral Home		Jaffrey	532-6484	Funeral Homes
Crotched Mt. Ridge Runners	Tammy Atherton	Greenfield		Snowmobiles & ATVs
CVS		Peterborough	924-6397	Pharmaceutical Supplies

Business/Agency	Contact	Location	Phone	Category
D-H				
Dartmouth Hitchcock Air Response Team (DHART)		Hanover	800-650-3222	EMS & Medical
DeLuzio Ambulance			357-0341	Ambulances
Denis Filippetti			978-256-3820	Photographers
DHART Flight Request			650-4600 or 800-650-3222	Helicopters - EMS
Dillant-Hopkins Airport (KEEN)		Keene	357-9835	Airports
Disaster Behavioral Health Response Team (DBHRT)			271-2231 or 800-852-3782	EMS & Medical
DMAT Team		Concord	271-2231 or 271-3636	Specialized Teams
DMORT Team		Concord	271-2232 or 271-3636	Specialized Teams
Dumpster Depot		Canterbury	783-8050	Rubbish Haulers & Dumpsters
E.T. Carpentry		Greenfield	365-5063 c	Contractors
Elliot Hospital		Manchester	669-5300	Hospitals
EMS (Local)	Mutual Aid		352-1291	EMS & Medical
Fairpoint			866-534-2944	Utilities
FEMA Urban Search & Rescue		Concord	271-2231 or 271-3636	Specialized Teams
Forest Road Welding	Kevin McMurray	Greenfield	547-2718	Welders
Fran McMahan	Fran McMahan		547-6425 620-1302 c	Heavy Equipment
Francestown Sand & Gravel		Bennington	588-3900	Sand & Gravel
Francestown Town Office			547-3469	Towns (area)
Globe Bag		Woburn, MA	800-892-2004	Sand Bags
Goodwin Carpentry	Richard Goodwin	Greenfield	547-8861	Contractors
Gracie's Grain		Peterborough	924-6797	Animal Feed & Equipment
Grafton County Sheriff		Haverhill	787-6911	County
Grainger		Manchester	800-472-4643	Portable Light Towers & Barricades
Great Brook Veterinary Clinic		Antrim	588-3460	Animal Care & Boarding
Greater Derry Regional Public Health Network	Garrett Simonsen		845-5539	Public Health Networks

Business/Agency	Contact	Location	Phone	Category
Greater Manchester Regional Public Health Network	Phil Alexakos		624-6466	Public Health Networks
Greater Monadnock Regional Public Health Network	Tricia Wadleigh		354-5454	Public Health Networks
Greater Nashua Regional Public Health Network	Patty Crooker		589-4507	Public Health Networks
Greater Sullivan County Regional Public Health Network				Public Health Networks
Greenfield Auto Service	Tom Wozniak	Greenfield	547-6308	Auto Parts & Service
Greenfield Clothes Closet		Greenfield	547-3626	Clothing
Greenfield Elementary School	Karen Paul		547-3334	Schools
Greenfield Evangelical Covenant Church	Rev. Osgood	Greenfield	547-3626	Churches & Clergy
Greenfield Fire Department		Greenfield	547-3501	Water - Non Potable
Greenfield Inn	John Jordan	Greenfield	547-6327	Lodging Facilities
Greenfield Town Office		Greenfield	547-3442	Duplicating Equipment & Facility
Haffner's Oil		Greenville	925-3500	Fuel
Hamshaw Lumber		Keene	352-6100	Building Equipment
Hancock Inn		Hancock	525-3318	Lodging Facilities
Hancock Town Office			525-4441	Towns (area)
Harvester Market	Jesse	Greenfield	547-3414	Food Stores & Ice & Water - Potable
Hawthorne-Feather Airpark		Deering	588-6868	Airports
Henniker Crushed Stone		Henniker	428-7726	Sand & Gravel
Hillsborough County Sheriff		Goffstown	627-6510	County
Home Depot		Nashua	891-4300	Building Equipment
Home Depot		Keene	355-2113	Building Equipment
Home Depot		Amherst	882-5522	Building Equipment
Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	800-852-3792	State Agencies
Homeland Security Field Representative	Paul Hatch	Concord	223-3635 419-9407 c	State Agencies
Homeland Security Field Representative	Heidi Lawton	Concord	223-3631 419-0950 c	State Agencies
Homeland Security Field Representative	Liz Lufkin	Concord	223-3619 491-7700 c	State Agencies

Business/Agency	Contact	Location	Phone	Category
Homeland Security Field Representative	Danielle Morse	Concord		State Agencies
Homeland Security Field Representative	Shawna-Leigh Morton	Concord	223-3640 892-4090 c	State Agencies
I-M				
Irving Fuel		Milford	673-3102	Fuel
Jack Daniels Motor Inn		Peterborough	924-7548	Lodging Facilities
Jarvis Adams Plumbing & Heating	Jarvis Adams	Greenfield	547-2706	Contractors
Jellison Funeral Home		Peterborough	924-3511	Funeral Homes
Jon Gagnon	Jon Gagnon	Greenfield	801-7265 c	Contractors
Jon Grojean		Hancock	525-3654 398-0822 c	Ham Radio Operators
JP Pest Control		Milford	673-2908	Exterminators
Keene Medical		Keene	357-3222	Medical Gases
Keene Mutual Aid		Keene	352-1291	Radio Equipment, Rental & Maintenance
Keene Tree Service		Keene	924-4424	Tree Removal Services
Kemp's Used Auto Parts & Trucking	Bill Kemp	Greenfield	547-2768	Auto Parts & Service & Towing
Ken Paulsen		Greenfield	547-2180	Photographers
Kent's		Milford	673-4848	Towing
Kokal's Farm	Stephanie Kokal	Greenfield	547-5293	Animal Care & Boarding
Lakes Region Aerial Photography		Laconia	524-0771	Photographers
Lakes Region Tent & Event		Concord	456-2049	Tent Rental
Life Flight of Maine		Portland, ME	207-785-2288	EMS & Medical
Lions Club	Sue Conklin		588-5888	Clubs & Service Agencies
Lowe's		Amherst	521-9241	Building Equipment
LS & NM Repair Services	Norm Nickerson	Greenfield	547-3766	Auto Parts & Service
Lyndeborough Town Office			654-7880	Towns (area)
Maine Drilling & Blasting		Gardiner, ME	800-370-2338	Blasting Contractors
Maine Drilling & Blasting		Barre, VT	802-476-0689	Blasting Contractors
Maplehurst Inn		Antrim	588-3888	Lodging Facilities

Business/Agency	Contact	Location	Phone	Category
Market Basket		Milford	672-4558	Food Stores
Masons Grand Lodge		Milford	554-1723	Clubs & Service Agencies
Merrimack County Sheriff		Boscawen	796-6600	County
Merzi Trucking		Greenfield	547-2302 365-0679 c	Heavy Equipment
Mike Borden		Greenfield	547-0437	Building Inspector(s)
Milford Lumber		Milford	673-3331	Building Equipment
Milford Urgent Care		Milford	673-5623	Hospitals
Monadnock Community Hospital		Peterborough	924-7191	Hospitals
Monadnock Disposal Service		Jaffrey	532-7985	Rubbish Haulers & Dumpsters
Monadnock Humane Society		Swanzy	352-9011	Animal Care & Boarding
Monadnock Ledger		Peterborough	924-7172	Print Media
Monadnock Mt. Spring Water		Wilton	654-2728	Water - Potable
Monadnock Tent Rentals	John Hopkins	Greenfield	562-6690 c	Tent Rental
Mountain Rescue Service		North Conway	356-7013	Specialized Teams
Mutual Aid			352-1291	Fire Mutual Aid
N-Q				
National Response Center - Spills that impact water			800-424-8802	HazMat
New England Barricade		Newmarket	800-365-8365	Barricades
New England K-9 Search & Rescue			526-6754 or 877-730-2769	Dogs (search & rescue)
NH Archives & Records Management		Concord	271-2336	State Agencies
NH Department of Environmental Services (DES)		Concord	271-3503	State Agencies
NH Department of Transportation (DOT)		Concord	448-2654 or 271-6862	Portable Light Towers
NH Department of Transportation (DOT)		Concord	271-3734	State Agencies & Traffic Control Device Rental
NH Dept. of Agriculture, Markets & Food		Concord	271-3551	State Agencies
NH Dept. of Cultural Resources		Concord	271-8418	State Agencies
NH DES - Hazardous Material			271-3899	HazMat
NH DES - Petroleum Spill Response			271-3644	HazMat

Business/Agency	Contact	Location	Phone	Category
NH DHHS, Food Protection		Concord	271-4589	State Agencies
NH Disaster Animal Response Team (DART)		Concord	271-7200	State Agencies
NH Electric Coop			800-698-2007	Utilities
NH Emergency Management		Concord	271-2231 or 800-852-3792	Sand Bags
NH Fish & Game		Concord	271-3422 or 271-3421	Aircraft-Fixed Wing & Boats & Divers & State Agencies
NH Forest Ranger	Bryan Knowell		419-9144	Federal Agencies
NH Forests & Lands (DRED) District 1	Capt. John Accardi			State Agencies
NH Forests & Lands (DRED) District 1	Steve Sherman			State Agencies
NH Forests & Lands (DRED) District 1	Jason Huter			State Agencies
NH Forests & Lands (DRED) District 2	Capt. Bryan Nowell			State Agencies
NH Forests & Lands (DRED) District 2	Doug Miner			State Agencies
NH Forests & Lands (DRED) District 2	Matt Apgar			State Agencies
NH Forests & Lands (DRED) District 3	Capt. John Dodge			State Agencies
NH Forests & Lands (DRED) District 3	Neil Bilodeau			State Agencies
NH Forests & Lands (DRED) District 3	Steve Kessler			State Agencies
NH Forests & Lands (DRED); Director	Brad Simpkins	Concord	271-2214	State Agencies
NH Marine Patrol		Gilford	293-2037	Boats
NH National Guard			225-1350	Aircraft-Fixed Wing & Helicopters - SAR
NH National Guard		Concord	228-1135	Sand Bags
NH Public Works Mutual Aid		Durham	862-2826	State Agencies
NH State Fire Marshall	J. William Degnan	Concord	271-3294	State Agencies
NH State Police	Duty Officer	Concord	271-3636 or 800-525-5555	Aircraft-Fixed Wing & Bomb Disposal Unit & Divers & Dogs & Helicopters - SAR & State Agencies & HazMat
NHPR - Public Radio		Concord	228-8910	Radio Stations
Nick Haskell		Greenfield	547-2192	Snow Plowing & Removal
Norm Nickerson		Greenfield	547-3766	Snow Plowing & Removal
North Country Life Flight			518-891-6853	EMS & Medical

Business/Agency	Contact	Location	Phone	Category
North Country Regional Public Health Network	Amy Holmes	Littleton	259-3700	Public Health Networks
North Pack Electrical Services	Kyle Fontaine	Greenfield	547-6683	Contractors
Our Town Inn		Peterborough	554-2073	Lodging Facilities
Pemigewasset Valley Search and Rescue	Allan Clark	Franconia	823-5748	Specialized Teams
Peterborough Ambulance			911	Ambulances
Peterborough Town Office			924-8000	Towns (area)
Pike Industries		West Lebanon	298-8774	Jersey Barriers
Pike Industries		West Lebanon	298-8773	Portable Light Towers
PJD Porta Potties		Stoddard	446-7106	Portable Toilets
PSNH			800-662-7764	Utilities
PSNH Municipal Emergency			800-386-4086	Utilities
R-Z				
Red's Oil		Jaffrey	532-6121	Fuel
Rite Aid		Peterborough	924-3632	Pharmaceutical Supplies
Riverhouse Restaurant		Greenfield	547-8710	Food Restaurants
Rockingham Ambulance			882-5330	Ambulances
Rockingham County Sheriff		Brentwood	679-2241	County
Rossi's Portable Welding Service	Melvin Rossi	Greenfield	547-3351 345-9560 c	Welders
RSD Transportation	Kevin Childs	White River, VT	802-291-9090	Refrigeration
Ryder Truck Rental		Manchester	669-0300	Refrigeration
Rymes - propane		Antrim	588-6868	Fuel
Sanford Temperature Control	Dale Sanford	Greenfield	547-2717	Contractors
Seacoast Regional Public Health Network	Mary Cook		418-6404	Public Health Networks
Shepard's Automotive & Towing		Greenfield	547-3821	Auto Parts & Service
Silver Ranch Airpark (KAFN)		Jaffrey	532-8870	Airports
Souhegan Ambulance			878-4148	Ambulances
Stonehearth Open Learning Opportunities (SOLO)		Conway	447-6711	EMS & Medical
Stop & Shop		Peterborough	924-2999	Food Stores

Business/Agency	Contact	Location	Phone	Category
Strafford County Regional Public Health Network	Dave Hutchinson		516-2562	Public Health Networks
Strafford County Sheriff		Dover	742-4960	County
Student Transportation of America	Amy Wing	Peterborough	924-9212	Buses
Sullivan County Sheriff		Newport	863-4200	County
Taggart Ice		Nashua	888-4630	Ice
Taylor Rental Center		Concord	224-1931	Tent Rental
T-Bird Citgo		Antrim	588-6893	Fuel
Tenny, Fritz, & Coombs Animal Hospital		Peterborough	924-3881	Animal Care & Boarding
Time Warner Cable			800-627-2288	Utilities
Union Leader		Manchester	668-4321	Print Media
United Rental		Hooksett	622-1152	Barricades & Traffic Control Device Rental
United Rentals		West Lebanon	298-2916	Portable Light Towers
United States Coast Guard			757-298-6390	Boats & Helicopters -SAR
Upper Valley Regional Public Health Network	We Miller		650-4105	Public Health Networks
US Army Corps of Engineer (CRREL)		Hanover	646-4100	Sand Bags & Engineers
US Border Patrol			800-689-3362	Helicopters -SAR
US Coast Guard - Coastal Oil Spills			207-780-3251	HazMat
US EPA - 24-Hour Emergency inland spills response			617-918-1279	HazMat
UV Wilderness Response Team	Scott Carpenter	Hanover	802-747-2239	Specialized Teams
Verizon			555-1515	Utilities
Vermont National Guard			802-338-3050	Helicopters -SAR
Volunteer NH	Domenic DiNatale	Concord	271-6098	Volunteer Organizations
VT State Police			802-244-8727	Bomb Disposal Unit
VT State Police			802-748-3111	Dogs (search & rescue)
Waste Management		Londonderry	800-443-5515	Rubbish Haulers & Dumpsters
WCAX		Burlington, VT	802-652-6300	Television
WHOM - 80s & 90s		Portland, ME	207-774-6364	Radio Stations
Williams Farm	Holly Williams	Greenfield	547-3508	Animal Care & Boarding

Business/Agency	Contact	Location	Phone	Category
Winnepesaukee Regional Public Health Network	Susan Laverak		528-2145	Public Health Networks
WMLL FM - Rock		Manchester	669-5777	Radio Stations
WMUR		Manchester	669-9999	Television
WOKQ FM - Country		Portsmouth	749-9750	Radio Stations
Woodbury Funeral Home		Peterborough	924-3302	Funeral Homes
WZID FM - Variety		Manchester	669-5777	Radio Stations

CHAPTER 9 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS

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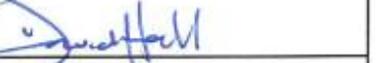
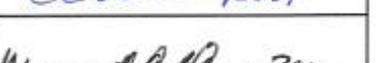
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ADMINISTRATIVE DOCUMENTS**RECORD OF REVISIONS & CHANGES**

Greenfield Emergency Operations Plan (16 ESF format): 2010
 Greenfield Emergency Operations Plan (This Plan; 15 ESF Format): 2017

SIGNATORIES TO THE GREENFIELD EMERGENCY OPERATIONS PLAN

Name	Position	Signature
The signatures below indicate the signee has read the Greenfield Emergency Operations Plan 2017 and understands his/her responsibilities as outlined in the Plan. (L) = Lead Agency		
Dave Martin (L)	Emergency Management Director	
Karen Day	Deputy EMD	
Diane Boiland	Deputy EMD	
Todd Mason (L)	Road Manager	
Brian Giammarino (L)	Police Chief	
David Hall (L)	Fire Chief	
Michael Borden (L)	Health Officer	
Aaron Patt	Town Administrator	
Margaret Charig Bliss	Selectboard - Chair	
Stephen Atherton Jr.	Selectboard	
Robert Marshall	Selectboard	

*Signatures are scanned-original signatures on file.

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STATEMENT OF ADOPTION – GREENFIELD

This publication of the Greenfield, 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 Greenfield'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 Greenfield, NH.

Statement of Adoption for the Town of Greenfield

Adopted, this day the 5th of September, 2017

Chairman of the Selectboard

Margaret A. Charig Bliss
Signature

Margaret A. Charig Bliss
Print Name

Member of the Selectboard

RS Marshall
Signature

Robert S. Marshall
Print Name

Member of the Selectboard

[Signature]
Signature

Stephen M. Atwater, Jr
Print Name

Emergency Management Director

[Signature]
Signature

David Martin
Print Name

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

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NIMS RESOLUTION - GREENFIELD

It is hereby resolved by the Town of Greenfield, 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)

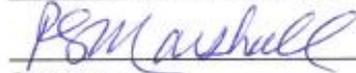
Adopted, this day the 5th of September, 2017

Chairman of the Selectboard


Signature

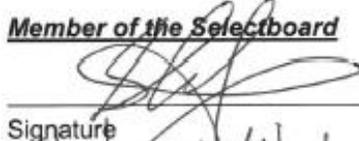
Margaret A. Charig Bliss
Print Name

Member of the Selectboard


Signature

Robert S. Marshall
Print Name

Member of the Selectboard


Signature

Stephen M. Atkinson Jr.
Print Name

Emergency Management Director


Signature

DAVID MARTIN
Print Name

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

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ANNUAL REVIEW YEAR ONE

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

Greenfield, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Selectboard

SIGNATURE: _____

PRINTED NAME: _____
Selectboard - chair

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use reverse side for additional notes



ANNUAL REVIEW YEAR TWO

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

Greenfield, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Selectboard

SIGNATURE: _____

PRINTED NAME: _____
Selectboard - chair

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use reverse side for additional notes



ANNUAL REVIEW YEAR THREE

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

Greenfield, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Selectboard

SIGNATURE: _____

PRINTED NAME: _____
Selectboard - chair

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use reverse side for additional notes



ANNUAL REVIEW YEAR FOUR

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

Greenfield, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the Selectboard

SIGNATURE: _____

PRINTED NAME: _____
Selectboard - chair

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use reverse side for additional notes



REFERENCE MATERIALS

TOWN STATISTICS

Town Statistics				
Census Population Data	2010	2000	1990	1980
Greenfield NH - Census Population Data	1,749	1,671	1,506	972
Hillsborough County	400,721	382,384	336,549	276,608
Growth Rate 1980-2010	79.94%			
Elderly Population-% over 65 (ACS 2010-2014)	14.9%			
Median Age (ACS 2010-2014)	46.9			
Median Household Income (ACS 2010-2014)	\$70,833			
Individuals below the poverty level (ACS 2010-2014)	7.1%			
Season Population Change - Winter	50%			
Seasonal Population Change - Summer	200%			
Housing Statistics (2010 Census)				
Total Housing Units	699			
Occupied Housing Units	618			
Owner Occupied Units	496			
Renter Occupied	122			
Vacant Housing Units	81			
Units for Seasonal, Recreational or Occasional Use	45			
Assessed Structure Value (2016-MS1)	Structure Value	1% Potential Damage	5% Potential Damage	
Residential Buildings	\$82,685,700	\$826,857	\$4,134,285	
Manufactured Housing	\$1,433,300	\$14,333	\$71,665	
Commercial Buildings	\$5,758,900	\$57,589	\$287,945	
Other Utilities		\$0	\$0	
Tax Exempt Buildings	\$8,120,500	\$81,205	\$406,025	
Utilities	\$3,133,700	\$31,337	\$156,685	
Total	\$101,132,100	\$1,011,321	\$5,056,605	
<i>Potential damage assessment based on 1% or 5% of structural damage due to natural disaster or emergency</i>				
Regional Coordination				
County	Hillsborough			
Tourism Region	Monadnock			
Municipal Services & Government				
Town Administrator	Yes			
Selectboard	Yes; elected (three member)			
Planning Board	Yes; elected			
School Board	Yes; Conval Regional School			
Zoning Board of Adjustment	Yes; appointed; Zoning Yes			

Town Statistics	
<i>Conservation Commission</i>	Yes; appointed
<i>Master Plan</i>	Yes; 2017
<i>Emergency Operation Plan (EOP)</i>	Yes; 2010
<i>Hazard Mitigation Plan (HMP)</i>	Yes; 2014
<i>Zoning Ordinance</i>	Yes; 1936/17
<i>Subdivision Regulations</i>	Yes; standalone
<i>Capital Improvement Plan</i>	Yes
<i>Capital Reserve Funds</i>	Yes
<i>Building Permits Required</i>	Yes
<i>Town Web Site</i>	Yes; www.greenfield-nh.gov
<i>Floodplain Ordinance</i>	Yes; standalone
<i>Member of NFIP</i>	1-May-80
<i>Flood Insurance Rate Maps (DFIRMS)</i>	25-Sep-09
<i>Flood Insurance Rate Study (FIS)</i>	25-Sep-09
Percent of Local Assessed Valuation by Property Type-2015 (NH Department of Revenue)	
<i>Residential Buildings</i>	91.8%
<i>Commercial Land & Buildings</i>	5.3%
<i>Other (including Utilities)</i>	2.9%
Emergency Services	
<i>Town Emergency Warning System(s)</i>	Emergency Notification System (ENS)
<i>School Emergency Warning System(s)</i>	Power School
<i>Emergency Page</i>	No
<i>Facebook Page</i>	Library & Fire Department
<i>ListServ</i>	Opt-in Plan only
<i>Local Newspapers</i>	Monadnock Ledger-Transcript (twice-weekly); The Greenfield Spirit (town newsletter, 6 times per year)
<i>Local TV Stations</i>	WMUR, Channel 9 (Manchester)
<i>Local Radio</i>	No
<i>Police Department</i>	Yes full-time; full-time Chief, 3 full-time, 5 part-time
<i>Police Dispatch</i>	Hillsborough County Sheriff's Department
<i>Police Mutual Aid</i>	Surrounding towns; county-wide mutual aid
<i>Animal Control Officer</i>	Police Department
<i>Fire Department</i>	Yes volunteer; part-time Chief, 20 on-call volunteers
<i>Fire Dispatch</i>	Keene Mutual Aid
<i>Fire Mutual Aid</i>	Keene Mutual Aid
<i>Fire Stations</i>	1
<i>Fire Warden</i>	Yes
<i>Emergency Medical Services</i>	Greenfield Fire Department
<i>EMS Dispatch</i>	Keene Mutual Aid
<i>Emergency Medical Transportation</i>	No; Peterborough Fire Rescue

Town Statistics	
<i>HazMat Team</i>	Keene Fire Department or Souhegan Mutual Aid Response Team (SMART, Nashua)
<i>Established EMD</i>	Yes
<i>Established Deputy EMD</i>	Yes
<i>Public Health Network</i>	Greater Monadnock Regional Public Health Network
<i>Health Officer</i>	Yes
<i>Building Inspector</i>	Yes
<i>Established Public Information Officer (PIO)</i>	Selectboard or Town Department heads depending on the emergency or designee
<i>Nearest Hospital(s)</i>	Monadnock Community, Peterborough (6 miles, 25 beds)
<i>Local Humane Society or Veterinarians</i>	Monadnock Humane Society (Swanzey); Peterborough Veterinary Clinic (Peterborough); Great Brook Vet Clinic (Antrim)
<i>Primary EOC</i>	Fire Station (generator)
<i>Secondary EOC</i>	Town Office (generator)
<i>Primary Shelter</i>	Town Office (generator)
<i>Secondary Shelter</i>	Barbara C. Harris Conference Center (partially generated); other possible shelters: Greenfield Elementary (generator hook-up), Crotched Mountain Rehabilitation Center (CMRC-generator), Stephenson Library (no generator)
Utilities	
<i>Town Sewer</i>	10-15 houses on Town sewer & Private septic
<i>Public Works Department</i>	Yes; full-time Roads Manager, full-time Buildings & Grounds Manager, 2 full-time, 1 seasonal part-time
<i>Local Roads</i>	13 miles paved; 25 miles gravel
<i>Public Works Mutual Aid</i>	Yes
<i>Water Supply</i>	Private wells, public water for CMRC & Town Buildings
<i>Waste Water Treatment Plant</i>	Yes
<i>Electric Supplier</i>	Eversource Energy
<i>Natural Gas Supplier</i>	None
<i>Cellular Telephone Access</i>	Fair
<i>High Speed Internet</i>	Fair
<i>Telephone Company</i>	Fairpoint & Consolidated
Transportation	
<i>Primary Evacuation Routes</i>	NH Route 31 & 136
<i>Secondary Evacuation Routes</i>	Forest Road
<i>Nearest Interstate</i>	I-89, Exit 5 (29 miles)
<i>Nearest Airstrip</i>	Hawthorne-Feather, Deering (3,260 ft. asphalt runway)
<i>Nearest Commercial Airport(s)</i>	Manchester-Boston Regional Airport (28 miles)
	Logan International Airport, Boston (71 miles)
<i>Public Transportation</i>	No
<i>Railroad</i>	Privately owned; not currently being used

Town Statistics	
Education & Childcare	
<i>Elementary School</i>	Grades Pre-K - 4; Greenfield Elementary School
<i>Middle/High School</i>	Grades 5-12 attend Contoocook Valley Regional School District
<i>Private School</i>	Grades Pre-K - 12; Crotched Mountain School
<i>School Administrative Unit</i>	SAU 1
<i>Childcare Facilities</i>	1 facility, 20+/- capacity (Wonder Works at CMRC)
Fire Statistics (NH Division of Forests & Lands & the Town of Greenfield)	
<i>Greenfield Wildfire Fire Calls (2016)</i>	None
<i>Hillsborough County Fire Statistics (2015)</i>	23 fires, 50.6 acres (2016 not available)
<i>State Forest Fires FY (2015)</i>	124 fires, 635 acres; (2016 not available)
<i>Information found in Table 2.1, unless otherwise noted, was derived from the Economic & Labor Market Information Bureau, NH Employment Security, August 2016. Community Response Received 7/13/2016; http://www.nhes.nh.gov/elmi/products/cp/profiles-htm/greenfield.htm</i>	

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*
 - *Flash lights*
 - *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 adult and children’s diapers, toilet paper, waterless sanitizer, sanitary napkins, etc.)*
 - *Flip chart*
 - *Whistle*
 - *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 the American Red Cross and most other organized volunteer groups do not allow pets, unless these pets are designated service animals. However a number of 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, in spite of the danger warnings. *ESF #6, Mass Care, Housing & Human Services*, addresses these issues 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 so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

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 in order to intimidate or coerce a government or civilian population to further political or social objectives (FBI NIPC, Congressional testimony, August 29, 2001). As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks and other forms of attack rather than addressing issues related to contingency and consequence management planning.

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

ACS	Acute Care Site
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
BOCA	Building Officials and Code Administrators
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CDC	Centers for Disease Control and Prevention
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CIKR	Critical Infrastructure & Key Resources
CIP	Capital Improvements Program
COG	Continuity of Government; also Council of Governments
COOP	Continuity of Operations
DBHRT	Disaster Behavioral Health Response Team
DEMD	Deputy Emergency Management Director
DES	Department of Environment Services
DFO	Disaster Field Office
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DMCR	Disaster Management Central Resource
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
DPP	Domestic Preparedness Program
DPW	Department of Public Works
DRC	Disaster Recovery Center
DRED	Department of Resources & Economic Development
EAS	Emergency Alert System
EMA	Emergency Management Agency
EMD	Emergency Management Director
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
FIRM	Flood Insurance Rate Map
FOC	Field Operations Center
FOG	Field Operating Guide
FRERP	Federal Radiological Emergency Response Plan
NRP	National Response Plan
GIS	Geographic Information System
HSAS	Homeland Security Advisory System (former color-coded system)

HazMat	Hazardous Material(s)
HMGP	Hazard Mitigation Grant Program
HSEM	Homeland Security Emergency Management
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Command Center
ICS	Incident Command System
JIC	Joint Information Center
MA	Mutual Aid
MCI	Mass Casualty Incident
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NFA	National Fire Academy
NFIP	National Flood Insurance Program
NGVD	National Geodetic Vertical Datum of 1929
NHDOT	NH Department of Transportation
NIMS	National Incident Management System
NTAS	National Terrorism Advisory System
NWS	National Weather Service
ODP	Office for Domestic Preparedness (DHS)
PA	Public Assistance
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PHS	Public Health Service
PIO	Public Information Officer
POD	Point of Distribution
PPE	Personal Protective Equipment
PSA	Public Service Announcement
RERP	Radiological Emergency Response Plan
RNAT	Rapid Needs Assessment Team
SARA	Superfund Amendments and Reauthorization Act of 1986 (a.k.a. EPCRA)
SERC	State Emergency Response Commission
SERT	State Emergency Response Team
SITREP	Situation Report (Also SitRep)
SLG	State and Local Guide
SOG	Standard Operating Guide
SOP	Standard Operating Procedure
SNS	Strategic National Stockpile
UC	Unified Command
USDA	US Department of Agriculture
USDA-FS	USDA-Forest Service
USGS	United States Geological Society
VOAD	Volunteer Organization Active in Disasters
WMD	Weapon(s) of Mass Destruction
WMD-CST	WMD Civil Support Team

DEFINITIONS

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

Amateur Radio – A service of radio communications, performed by persons interested in the radio art solely for personal gain and without pecuniary interest. Operates in the public interest, convenience or necessity, therefore is available for use in emergency situations.

Biological Agents – Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

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

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

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

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

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).

Consequence Management – Measures to protect public health and safety, restore essential government services and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism.

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.

Cyber-terrorism – Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

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 the 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 jurisdictions effort to develop a capability for coordinated response and recovery from the effects of disaster.

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

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

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

Emergency 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.

Environment – Water, air and land and the interrelationship, which exists among and between them and all living things.

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

Exercise – Maneuver or simulated emergency condition involving planning, preparation and execution; carried out for the purpose of testing, evaluating, planning, developing, training and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of the Emergency Operations Plan.

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.).

Fixed Nuclear Facility (FNF) – A fixed nuclear facility may be nuclear power plants, reactor fuel fabrication or processing plants, test and research reactors or any other facility using or producing large quantities of radioactive material.

Functional Areas of Responsibility – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the local EOP. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services) and the department/agency responsible for providing those services/functions and the primary tasks/activities associated with the particular service/function.

Governors Authorized Representative (GAR) – The representative (usually the Director of Emergency Management) of the Governor who coordinates the state response and recovery activities with those of the Federal Government.

Hazard – Any situation that has the potential for causing damage to life, property and the environment.

Hazard Analysis – A process used by emergency managers to identify and analyze crisis potential and consequences.

Hazardous Material (HazMat) – A hazard material is any substance or material, which may pose an unreasonable risk to safety, health or property.

Hazardous Waste – Materials declared by the U.S. Environmental Protection Agency (EPA) to be toxic, corrosive, ignitable or chemically reactive.

Improvised Explosive Device (IED) - An improvised explosive device (IED) attack is a "homemade" bomb and/or destructive device to destroy, incapacitate, harass, or distract. IEDs are used by criminals, vandals, terrorists, suicide bombers and insurgents. Because they are improvised, IEDs can come in many forms, ranging from a small pipe bomb to a sophisticated device capable of causing massive damage and loss of life. IEDs can be carried or delivered in a vehicle; carried, placed, or thrown by a person; delivered in a package; or concealed on the roadside.

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.

Infrastructure Protection – Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

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

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

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

Lead Agency – The federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the federal response in a specific functional area. The FBI is the lead agency for crisis management and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

Lead Federal Agency (LFA) – The agency designated by the President to lead and coordinate the overall federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

Local Government – A political subdivision of the State that is usually at the County or municipal levels.

Major Disaster – As defined under P.L. 93-288, any natural catastrophe, (including any hurricane, tornado, storm, flood, high water, wind-driven water tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mass Care – Efforts to provide shelter, feeding, water, first aid and distribution of relief supplies following a catastrophic or significant natural or human-caused disaster.

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

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

Mobilization – The rapid assembly, procurement, production or deployment of resources to meet the requirements of a disaster/emergency situation including war.

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

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

National Disaster Medical System (NDMS) – The National Disaster Medical System is a nation-wide medical mutual aid network between the federal and non-federal sectors that include medical response, patient evacuation and definitive medical care.

National 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.

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

Preliminary Damage Assessment (PDA) – An assessment of damage taken immediately following a disaster or potential disaster. Emphasis is on high-level infrastructure such as roads and power production.

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

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.

Public Health – A common function in multi-hazard planning, which focuses on general health and medical concerns, under emergency conditions, including provisions for accomplishing those necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

Public Information Officer (PIO) – The person tasked with preparing 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.

Release – Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing into the environment (including abandonment or discarding barrels, containers and other closed receptacles) of any Hazardous Chemical, Extremely Hazardous Substance, or CERCLA Hazardous Substance.

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

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

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

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

Standard Operating 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.

State Coordinating Officer (SCO) – The representative of the Governor (usually the Director (Coordinator) of Emergency Management) who coordinates the state response and recovery activities with those of the Federal Government.

State Emergency Response Commission (SERC) – Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing local Emergency Planning Committees (LEPC).

State Emergency Response Team (SERT) – A team of senior representatives of state agencies, state level volunteer organizations and state level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

State Warning Point (SWP) – The state facility (NH State Police Communications Center) that receives warnings and other emergency information over NAWAS and relays this information in accordance with current directives.

Strategic 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.

Weapon of Mass Destruction (WMD) – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

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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.	RSA 126
	★ Emergency Shelter.	
Department of Resource & Economic Development	★ 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.	
Emergency Management	★ Request for Regional Law Enforcement Assistance.	NESPAC
	★ 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.	
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 Statues 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 Selectboard 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 directly 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 Selectboard, 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 Selectboard, 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.

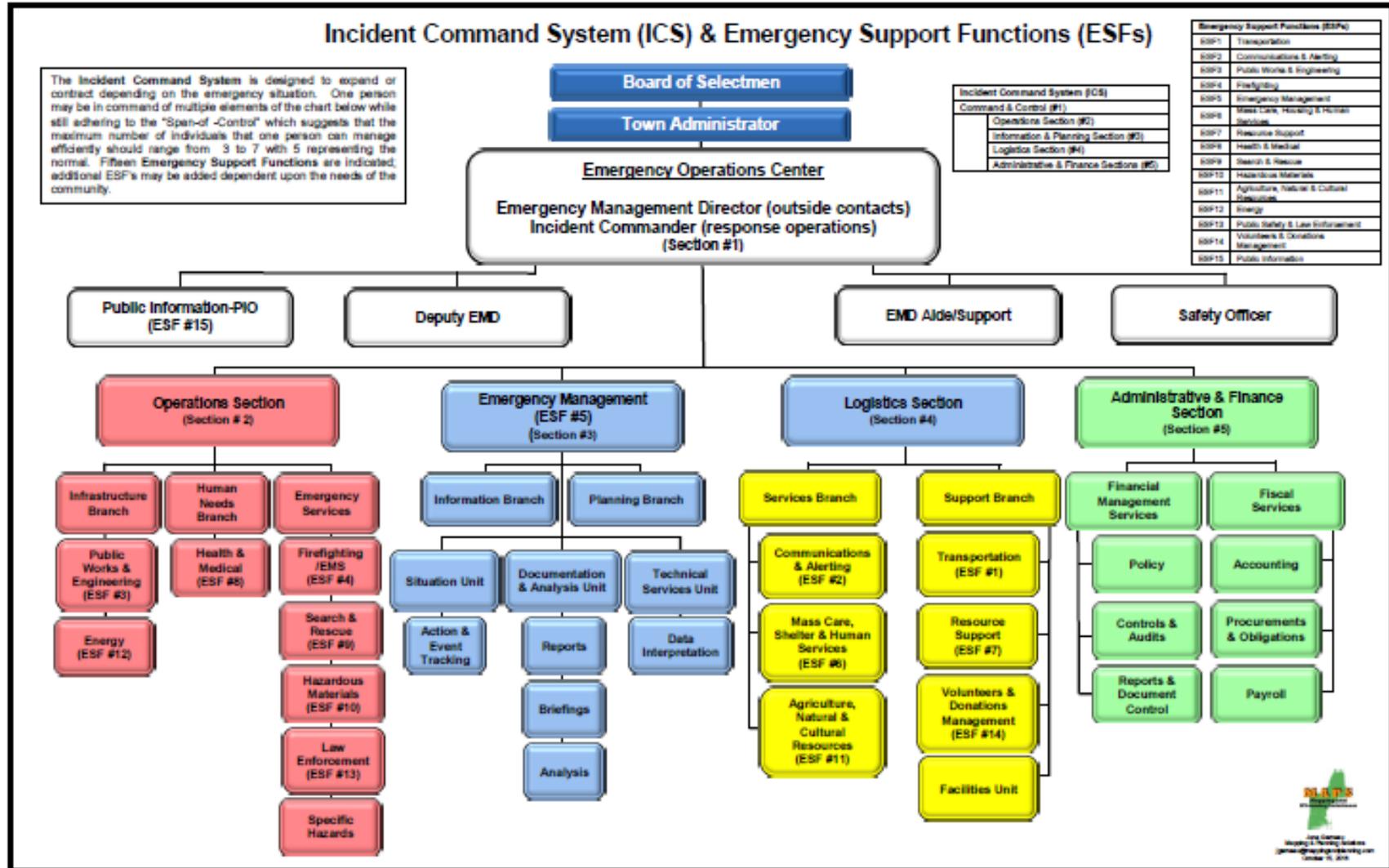
Section 21-P: 47 Penalty

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 10 – ICS & OTHER FORMS

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For additional 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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ICS FORMS TYPICALLY INCLUDED IN INCIDENT ACTION PLANS (IAPS)**ICS 202: INCIDENT OBJECTIVES**

1. Incident Name	2. Operational Period:	Date From:	Date To:
		Time From:	Time To:
3. Objective(s):			
4. Operational Period Command Emphasis			
General Situational Awareness			
5. Site Safety Plan Required? <input type="checkbox"/> Yes <input type="checkbox"/> No Approved Site Safety Plan(s) Located at:			
6. Incident Action Plan (the items checked below are included in this Incident Action Plan)			
<input type="checkbox"/> ICS 202	<input type="checkbox"/> ICS 206	<u>Other Attachments:</u>	
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	_____	
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	_____	
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	_____	
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	_____	
7. Prepared by: Name: _____ Position/Title: _____			
8. Approved by Incident Commander: Name: _____ Signature: _____			
ICS 202	IAP Page _____	Date/Time: _____	

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ICS 203: ORGANIZATION ASSIGNMENT LIST

1. Incident Name:		2. Operational Period: Date From : _____ Date To: _____ Date From : _____ Date To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

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ICS 205: INCIDENT RADIO COMMUNICATIONS PLAN

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:
--------------------------	---	---

4. Basic Radio Channel Use:										
Zone Group	Channel #	Function	Channel Name/Trunked Radio System Talk-group	Assignment	Rx Freq N or W	Rx Tone/NAC	Rx Freq N or W	Rx Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by Communications Unit Leader): Name: _____ Signature: _____

ICS 205	IAP Page _____	Date/Time: _____
----------------	-----------------------	----------------------------

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ICS 206: MEDICAL PLAN

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____						
	Time From: _____	Time To: _____					
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			Yes No				
			Yes No				
			Yes No				
			Yes No				
			Yes No				
			Yes No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			ALS BLS				
			ALS BLS				
			ALS BLS				
			ALS BLS				
5. Hospitals:							
Hospital Name	Address,	Contact Number(s)/	Travel Time		Trauma Center	Burn	Heli-Pad
	Latitude & Longitude	Frequency				Center	
	If Heli-pad		Air	Ground			
					Yes	Yes	Yes
					Level: ____	No	No
					Yes	Yes	Yes
					Level: ____	No	No
					Yes	Yes	Yes
					Level: ____	No	No
					Yes	Yes	Yes
					Level: ____	No	No
6. Special Medical Emergency Procedures							

ICS 208: SAFETY MESSAGE/PLAN

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:	
4. Sate Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at: _____	
5. Prepared by: Name _____ Position/Title: _____ Signature: _____	
ICS 208	IAP Page _____ Date/Time: _____

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OTHER FORMS

DAILY SHELTER REPORT - GREENFIELD

DAILY SHELTER REPORT
Town of Greenfield

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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VOLUNTEER REGISTRATION FORM - GREENFIELD

**VOLUNTEER REGISTRATION
EMERGENCY OPERATIONS PROGRAM**

Town of Greenfield

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 _____

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.*

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.				
<hr/> <hr/> <hr/>				
For ARC Use Only				
Date and Time Entered	DRO Number /Location		Print Name or Enter DSHR No.	

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The Town of Greenfield

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Emergency Management Director
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emddavemartin@greenfieldfire.org

***Greenfield Meeting House***

Photo Credit: www.greenfield-nh.gov

Mapping and Planning Solutions

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