

CONCORD, NH

15-318 - BASE PLAN

2015



PREPARED BY: LEGISTAR

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NOTICE OF PROMULGATION

The publication of the *City of Concord, NH Local Emergency Operations Plan* represents a concerted effort on part of Local Government to provide a mechanism for effectively responding to and recovering from the impact of natural or human-caused disasters or emergencies.

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

The City of Emergency Plan is adopted effectively this day, the _____ of _____, 2015.

Thomas J. Aspell Jr.
City Manager
Emergency Management Director

Daniel L. Andrus
Fire Chief
Emergency Management Coordinator

FOREWORD

The Local Emergency Operations Plan (EOP) establishes a framework for the local government and its partners to provide assistance in an expeditious manner in event of a perceived, potential or actual disaster or emergency. The City of Concord appreciates the continuing cooperation and support from all departments and agencies and from the volunteer and private organizations which have contributed to the local level of preparedness and to the development of this Plan. The Local Emergency Management Agency continually works alongside these entities to address the responsibilities outlined in this EOP, provide a forum for discussion, and an opportunity to participate in planning and exercise activities to help ensure the local prevention, preparedness, response, recovery and mitigation capabilities are effective and efficient.

The purpose of the EOP is to provide strategic and operational guidance aimed at facilitating the delivery of all types of local emergency management assistance to the residents and visitors of the jurisdiction and others with whom there are mutual aid agreements/compacts in place, and to help reduce the consequences of disasters and emergencies. This Plan outlines the planning assumptions, policies, concept of operations, organizational structures and the roles and responsibilities of all those involved in coordinating federal, regional, state and local activities.

RECORD OF REVISION

VERSION #	DATE	SUBJECT AREA	AUTHOR
2015	MONTH 2015	WHOLE PLAN	Jane Hubbard

Chapter 1 INTRODUCTION

Purpose

The Emergency Operations Plan (EOP) establishes policies and procedures, describes strategies, assumptions, objectives, and how this plan supports the five phases of emergency management (Prevention, Mitigation, Preparedness/Protection, Response and Recovery). This EOP follows National Incident Management System (NIMS), Incident Command System (ICS), Emergency Support Function (ESF), and the Department of Homeland Security's (DHS) National Response Framework (NRF).

The EOP establishes interagency and multi-jurisdictional mechanisms for local Government involvement in coordination of incident support activities. This includes coordination structures and processes for disasters or other emergencies requiring:

- Emergency support to residents and visitors;
- Support of other local governments;
- The exercise of direct Local authorities and responsibilities, as appropriate under the law;
- Public and private-sector incident management integration; and
- Coordination, administration, and integration of emergency management plans and programs of Federal and State agencies.

Scope

This is an operations-based Plan that follows NIMS, ICS, and NRF guidelines.

It defines the responsibilities of local agencies, non-governmental organizations (NGOs) and partners from both the public and private sector. In addition, the EOP recognizes and incorporates the various jurisdictional and functional authorities of local departments and agencies, and private-sector organizations during an incident.

The EOP also calls for regularly scheduled exercises and training to identify and enhance the capabilities of local relevant stakeholders when managing with emergency situations.

This Plan does not contain internal inventories of local resources or standard operating procedures (SOPs). Logistics, techniques, methodologies, and implementation strategies are components of organizational standards. Development of these "Standard Operating Procedures" (SOPs) is the responsibility of each individual agency identified within the EOP.

EOP Structure

This Plan is organized to align with the operational structure and makeup of the Local Emergency Operations Center (EOC). This Plan provides general information as well as operational roles and responsibilities for select EOC sections, groups, and ESFs.

The EOP includes the following:

1. Base Plan

The Base Plan describes the structure and processes designed to integrate the efforts and resources of the local government, State, Federal, regional and the private sector and non-governmental organizations (NGOs). The Base Plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and Plan administration and maintenance instructions.

2. Annex A: Emergency Support Functions (ESFs)

The ESFs describe the responsibilities and general concepts for emergency management activities and obligations maintained by each individual function. These responsibilities include reduction of the immediate hazard, saving lives and property, incident stabilization, environmental and economic conservation and restoration of pre-incident conditions.

The Emergency Support Functions are comprised of 15 specific functional areas. They are:

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

3. Annexes B-D:

The Emergency Operations Plan will include a Hazard Specific Annex and EOC Guidelines. Some disasters or emergencies require unique approaches to prevention, preparedness, response, recovery and mitigation at some, or all levels. These annexes include specialized guidance, processes and administration to meet the needs based upon the individual characteristics of the incident.

4. Attachments/Appendices

Attachments and Appendices provide additional relevant and/or more detailed supporting information for each section of the EOP. This includes ESF resource list, glossaries, acronyms, statutory authorities, and other documents.

Phases of Emergency Management

Emergency management operations are carried out within five distinct phases: prevention, mitigation, preparedness, response, and recovery. This EOP primarily considers the response phase, but does address other phases as appropriate.

1. Prevention

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

2. 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.

3. 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.

4. 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.



Figure 1: Phases of Emergency Management

5. 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.

Incident Management Activities

1. National Incident Management System (NIMS) / Incident Command System (ICS)

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

2. Local Emergency Operations Center (EOC) Activation

- a. Day to day operational response is activated through Concord Police Dispatch and Capital Area Fire/EMS Dispatch
- b. Local, county or state agencies and/or dispatch will notify the EMD/EMC that an incident has occurred, or has the potential to occur, that threatens or impacts the City. EMD/EMC will gather information for on-going situational awareness and notify ESFs, as appropriate.
- c. EMD/EMC, in coordination with local departments, will make the decision to activate the EOC and determine level of activation.
- d. If EOC activation is determined to be necessary, the EMD/EMC will notify appropriate ESF agencies of the activation and request designated personnel to report to the EOC or to remain on stand-by.
- e. EOC operational levels are identified as ‘Monitoring’, ‘Partial’ and ‘Full’. These operational levels are discussed in more detail in the EOC Guideline Annex.
- f. WebEOC will be utilized to provide continuous situational awareness.

Emergency Support Functions (ESFs)

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

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

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

ESF #4 – Firefighting addresses fire suppression in rural, urban 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.

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

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

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

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

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

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

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

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

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

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

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

ESF Lead and Support Responsibilities (Table 1-1)

Concord, NH Emergency Support Function (ESF) Matrix															
Agency / Organization	ESF #1	ESF #2	ESF #3	ESF #4	ESF #5	ESF #6	ESF #7	ESF #8	ESF #9	ESF #10	ESF #11	ESF #12	ESF #13	ESF #14	ESF #15
City Manager		S													L
EMD/EMC	L	L			L	L	L	S			L	L		S	S
Fire/EMS Department	S	S	S	L			S	L	L	L		S	S		S
Police Department	S	S		S			S		L	S		S	L		S
Health Officer						S		S							S
General Services Department	S	S	L	S			S	S		S		S	S	S	S
Planning Director									S						
SAU #8	S	S				S								S	S
Deputy City Manager for Finance							L							S	
City Solicitor							S						S		
Code Enforcement			S	S											
Human Services Director				S		L								L	
Engineering/GIS Department	S		S	S	S				S	S			S		
SAU #46	S	S												S	S
Concord Area Transit															
IT Department		S			S										S
Community Development												S			S
Capital Area Public Health Network						S		S							S
Concord TV															S

(L) Lead (S) Support

Chapter 2 SITUATION AND PLANNING ASSUMPTIONS

Situation

1. Geography, Climate and Population

The City of Concord is located in the middle of Merrimack County in central New Hampshire. The City of is bordered by the Towns of Webster, Boscawen, and Canterbury to the north, Loudon, Chichester, and Pembroke to the east, Bow to the south, and Hopkinton to the west. The total land area contained within Concord is 64 square miles, one of the largest in the south-central part of the state. In 2010, about 52% of Concord was undeveloped land, with 28% single family/duplex residential, and nearly 5% commercial/industrial.

Concord is small city with both high-density residential communities and low-density rural housing, with some large commercial and industrial activities. The 2010 Census population is 42,695 residents and 18,852 housing units. Between the 2000 Census and the 2010, population increased 5% and housing by 12%. Population density is now at 668 people per square mile, up from 636 people in 2000.

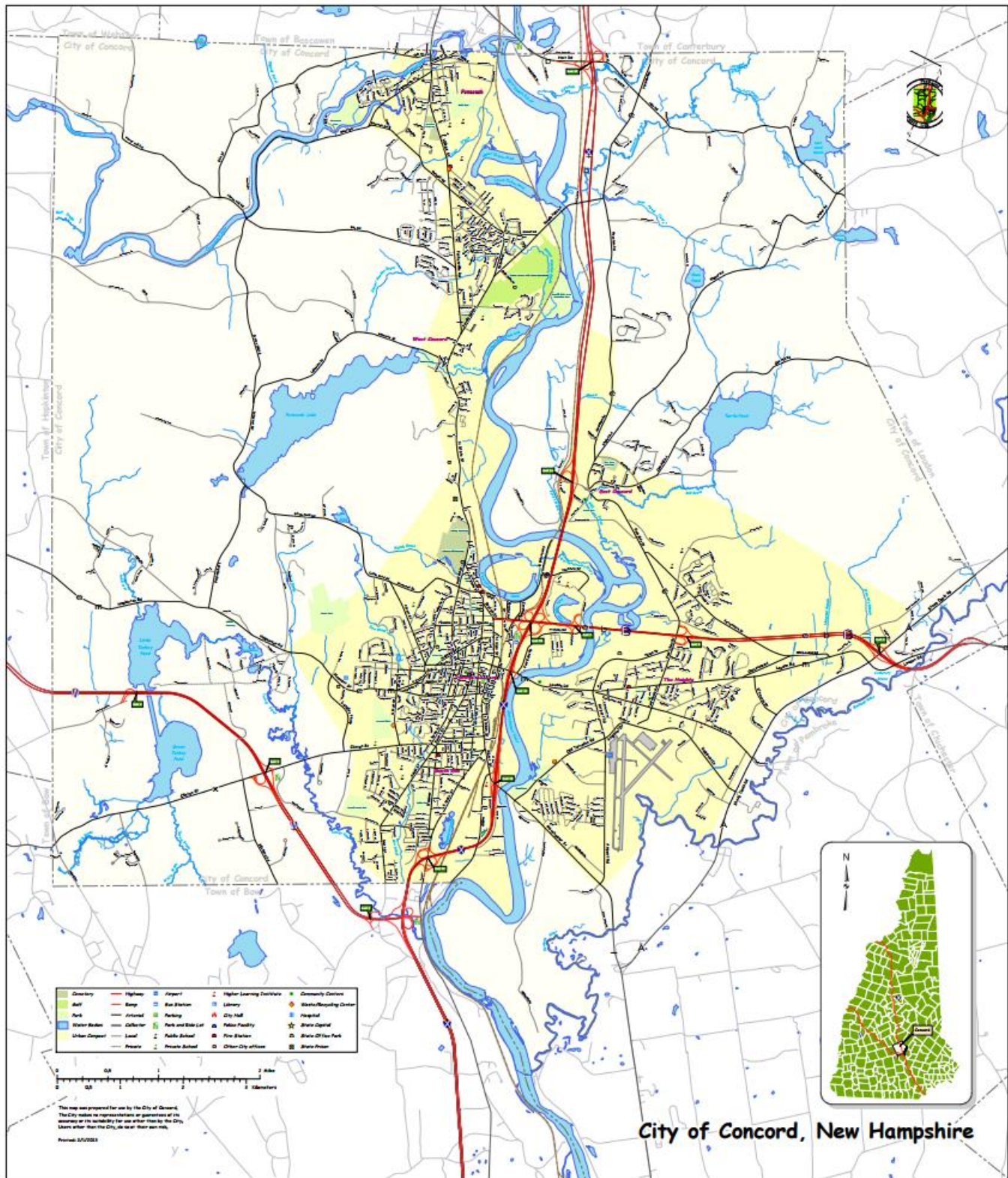
Average January low temperature is 10 degrees Fahrenheit and average July high temperature is 82 degrees Fahrenheit. The average annual precipitation amount is 40 inches.

2. Government and Education Systems

The City is governed by a City Manager/City Council form of government. The City operates 5 elementary schools, 1 middle school, and 1 high school. The total enrollment for the public schools is approximately 6,700. Merrimack Valley High School and multiple private k-12 schools are located in Concord. In addition, Concord is home to several community private colleges.

3. Transportation and Utility Systems

- a) Air Service: Concord Municipal Airport, a public use general aviation airport, is located in Concord. The nearest airport with scheduled service is Manchester-Boston Regional Airport in Manchester.
- a) Rail Service: PanAm Freight (south to north) and New England Southern Railroad.
- b) Road System: State routes 3A, 9, 13, 106 ,132, US Routes 3, 4 and 202 and federal Interstate 393, 89 and 93 go through the City. Concord Area Transit (CAT) is the public transportation bus system and the nearby City of Manchester has a bus transit system to Concord. A private bus company, Concord Coach offers bus service to the New England area. A road map of the City is included below.
- c) Utilities: Concord General Services provides the City with public works such as street maintenance, trash and recycling, water treatment, wastewater treatment, public properties, equipment services, water billing, and the Douglas N. Everett Arena. Electric is transported and distributed by Eversource, Concord Steam and Unitil. Natural gas is supplied by Liberty Utilities.



Concord, NH Street Map

Hazard Analysis

The following hazard analysis is a summary of the hazard risks for the City of Concord. The EOP committee rated the severity and probability of the hazards that are the prime consideration for the implementation of this EOP.

Natural & Human Caused Hazards	Severity	Probability* In 25 years	Risk Severity x Probability
	Human / Property / Business Loss 1: Minimal 2: Moderate 3: Severe	Likelihood this will occur 1: Low 2: Moderate 3: High	0-3: Low 4-6: Moderate 7-9: High
Flood (Heavy Rains)	3	3	9
Biological (Flu/WestNile/meningitis)	2	3	6
Hurricane	2	3	6
Severe Winter Weather	2	3	6
Stream Bank Erosion / Scouring	2	3	6
Drought	2	2	4
Radon	2	2	4
Severe Wind	2	2	4
Cyber Attack	2	2	4
Explosions/Fire	1	3	3
Haz Mat (Fixed)	1	3	3
Haz Mat (Transport)	1	3	3
Power/Utility Failure	1	3	3
Thunder & Lightning	1	3	3
Tornadoes	3	1	3
Transport Incident (<i>plane, train, etc</i>)	3	1	3
Building/Structure Collapse	1	2	2
Civil Disorder	1	2	2
Earthquake	1	2	2
Flood (Dam Breach)	2	1	2
Fuel/Resource Shortage	1	2	2
Hostage Situation	1	2	2
River Ice Jams	1	2	2

Natural & Human Caused Hazards	Severity	Probability* In 25 years	Risk Severity x Probability
Terrorist Attack (Cyber,CBRNE)	1	2	2
Wildfire	1	2	2
Extreme Air Pollution	1	1	1
Landslide	1	1	1
Radiological Release	1	1	1
Rapid Snow Melt	1	1	1

Chapter 3 ROLES AND RESPONSIBILITIES

City of Concord

The Local Emergency Management Director (EMD/EMC) has the responsibility for the development and implementation of emergency management programs designed to provide for rapid and effective response to an emergency situation. The EMD/EMC plans for the protection of life and property within the community. Local department heads and Non-Governmental Organizations (NGOs) work with the EMD/EMC during the development of local emergency plans and should be prepared to provide response resources.

State of New Hampshire

The NH Department of Safety and the State Emergency Operations Center (SEOC) is responsible for the following areas:

- The State will modify normal operations and redirect resources to assist and support local governments in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.
- Coordinate actions necessary to respond to an emergency and coordinate the links between local governments, neighboring States, Federal response, and the Province of Quebec, Canada.
- Unify the efforts of government, volunteers, and the private sector for a comprehensive approach to reducing the impacts of emergencies/disasters.
- 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.

Federal Government

The Department of Homeland Security (DHS)/FEMA is responsible for the following areas of planning and operations: (e.g., below).

- Supporting local governments in planning, preparedness, mitigation, response, and recovery operations;
- Coordinating Federal aid for a Presidentially Declared Disaster (PDD) and emergencies by implementing the NRF;

- Coordinating emergency preparedness for the possibility of nuclear power plant accidents, radiation accidents, and attack; and,
- Ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

Private Sector

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

Certain organizations are required by existing law and regulation to bear the cost of planning and response to disasters or other emergencies, regardless of cause. In the case of a catastrophic incident, these private-sector organizations are expected to mobilize and employ the resources necessary and available, in accordance with their plans, to address the consequences of incidents at their own facilities or emergencies for which they are otherwise responsible.

Non-Governmental & Volunteer Organizations

NGOs collaborate with other agencies and organizations, first responders and all levels of government to provide relief services to sustain life, reduce physical and emotional distress and promote recovery of disaster victims when assistance is not available from other sources. Private relief organizations have a two-fold responsibility. The first responsibility is to cooperate and coordinate with government agencies to help ensure broad and thorough coverage of relief. The second, and more important responsibility, is to provide relief not provided by the government on a complementary and supplementary basis.

Primary Responsibilities

The primary responsibilities of the key elected and appointed officials are as follows:

1. Emergency Management Director (EMD/EMC)
The EMD/EMC or designee oversee and coordinate the local-level planning, preparation, exercise, response and mitigation of terrorist threats, natural and human-caused disasters and other emergencies.
2. Local Chief Executives
The City Council is the City's governing body and sets policies for government and is responsible for the implementation of said policies through the City Manager. The City Manager is responsible for day- to-day operations including supervision of staff.
3. Other Agencies and Departments
Local agency and department/division heads and their staffs develop their own plans, trainings, internal policies and procedures to meet prevention, preparedness, mitigation, response and recovery needs as identified in the EOP. Training is accompanied by exercises to develop and maintain necessary capabilities.

4. Emergency Support Function (ESF) Agencies

Each ESF has defined Lead and Support Agencies. The designations denote key roles in the execution of the specified function. Specific responsibilities are articulated in the individual ESF Annexes.

Facilities and Resources

1. Incident Command Post (ICP)

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

2. Local Emergency Operations Center (EOC)

The City of Concord maintains an EOC at Fire Headquarters. The EOC is where department heads, government officials, and volunteer agencies gather to coordinate their response to an emergency event. Officials responsible for responding to major emergencies and disasters assemble to direct and control the jurisdiction's response. The EOC goes into operation when the EMD/EMC decides that the situation is serious enough to require a coordinated and other-than-routine response.

3. Alternate Local EOC

Alternate EOC facilities are located at Police Station and General Services.

Chapter 4 CONCEPT OF OPERATIONS

It is a premise of emergency management that all incidents begin locally and initial response is by local jurisdictions. It is only after local emergency response resources are depleted, or local resources do not exist to address a given disaster or emergency, that State emergency response resources and assistance are to be requested by local authorities. Police, fire, EMS, emergency management, public health, public works, environmental agencies and other personnel are often the first to arrive and the last to leave an incident site.

Operational Policies

Protection of life and property and relief of human distress are the primary objectives of the City government in emergency situations.

EMD/EMC, Police and Fire officials are expected to assume direct control of the emergency operations of all government and non-government resources that are by law, subject to their authority.

Coordination

Coordination is a broad function involving staff members engaged in both direction and control. Some situations might require an Incident Commander to execute coordinating functions. In times of disasters

or other emergencies, there are several levels of coordination involved with the administration of this Plan. They work through three levels from local, to State, and finally to federal authorities, when required.

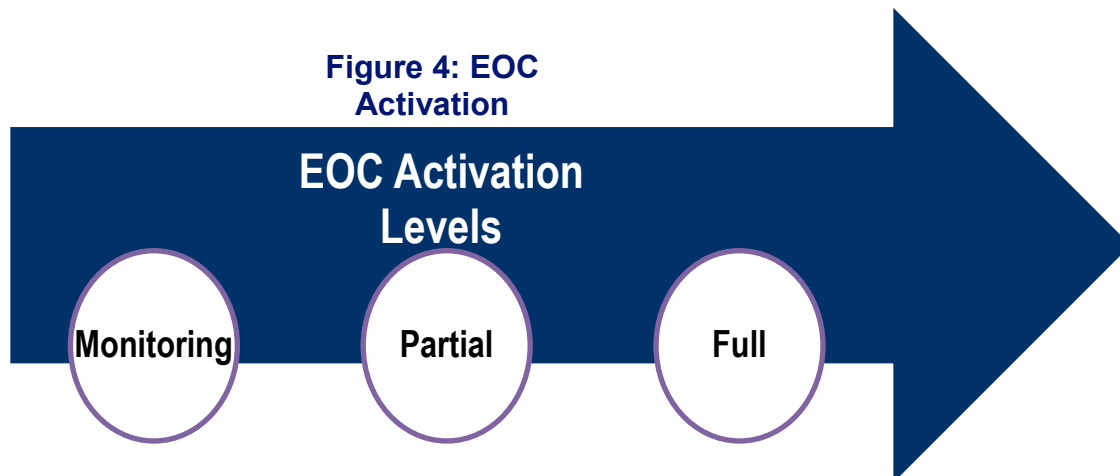
The Local EMD/EMC is responsible for maintaining a common operating picture and coordinating local response efforts. Primarily, this role encompasses two areas of coordination. First, the local EMD/EMC works with local responders to ensure internal cooperation and functional teamwork in support of the Incident Commander. Secondly, the local EMD/EMC arranges for outside assistance when the need arises and/or when requested by the Incident Commander, through mutual aid or through the Area Command structure or the Local EOC.

EOC Activation

Monitoring: The Local EOC not activated. Local Emergency Management Agency is at normal staffing and is monitoring situational awareness on a 24/7 basis.

Partial Activation: The Local EOC partially activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation.

Full Activation: The Local EOC is fully activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Full activation requires 24-hour staffing in order to meet the needs of the situation.



EOC Organization & Responsibilities

The Local EOC provides a central location from which Local government can provide interagency coordination and executive decision-making in support of incident response. The City of Concord EOC is organized in a traditional functional format. The EOC positions include all Lead ESF departments.

Command and Control

Command and Control is comprised 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/EMC is the primary person assigned to the Command and Control Section of the EOC and will ensure the following:

1. Coordinate all emergency response functions in the EOC.
2. Establish and maintain a facility to be used as the EOC for centralized direction, coordination, and control of emergency operation.
3. Develop EOC activation/deactivation SOPs/SOGs, personnel staffing requirements, and functional operating procedures/guides.

THE EOC ORGANIZATION CHART IS CURRENTLY UNDER REVISION

EOC ORGANIZATIONAL CHART

Situational Awareness

The EOC utilizes multiple sources for situational awareness, including WebEOC, Information Technology, media outlets, video surveillance, social media, and field reports.

Chapter 5 CONTINUITY OF GOVERNMENT/CONTINUITY OF OPERATIONS

The occurrence of a disaster or emergency could impede the ability of local government to function. This section includes a variety of activities designed to ensure the preservation of government, as it exists, and to continue the ability of local government to provide protection and essential services to the public.

Continuity of Government / Lines of Succession

Per Section 16 of the City Charter, identifies the provisions for vacancies in City Council. Per section 22 of the City Charter "In case of a vacancy in the office of City Manager, the City Council may appoint an interim City Manager to serve at the pleasure of the City Council for not more than one hundred eighty (180) days."

Police, Fire, General Services, Finance, City Solicitor, Assessing and the City Clerk maintain internal lines of succession. In all other departments, succession is determined by the City Manager.

Protection of Government Resources

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

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

Chapter 6 TRAINING AND EXERCISES

Training is provided to prepare local emergency response personnel. It is designed to develop the knowledge, skills and abilities required in a disaster or emergency. Basic training that is recommended and provided includes ICS fundamentals and EOP orientation.

Exercises are conducted to evaluate plans and procedures used during actual emergencies and identify the need for Plan modifications and/or additional training. When properly integrated, training and exercising can improve the response and the delivery of emergency/disaster assistance to residents and visitors.

Training

Training is offered to local emergency management personnel in various categories. Each training opportunity is designed for specific disciplines and/or assignments and is delivered in the most convenient manner possible.

Exercises

The City of Concord does not have a formal Exercise Program, but has and will continue to participate in Homeland Security Exercise and Evaluation Program (HSEEP) exercises. Exercises vary in activities and resources. Some require simple preparations and execution, while others may be more complex and require greater efforts and resources. These exercises not only focus on the actions of participating personnel, but they also may reveal gaps in the planning or preparedness aspects of emergency management.

After exercises are completed an After-Action Report (AAR) should be developed that captures observations of exercise evaluators, or the findings of involved agencies and personnel. An AAR makes recommendations for improvements and often includes an Improvement Plan (IP). IPs identify specific corrective actions to be taken, assigns these actions to responsible parties and establishes target dates for action completion. All AAR's for exercises conducted by the City of Concord are kept on file with the Emergency Management Coordinator.

Chapter 7 ADMINISTRATION

Interface with State and Federal

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

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

Agreements and Understandings

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

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

Expenditures and Record-Keeping

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

During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. Departures from normal

methods should be stated in the State of Emergency declarations, or as specified in the EOP and its supporting documents.

Emergency response agencies will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the City's request for supplemental assistance.

Consumer Protection

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

Protection of the Environment

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

Non-discrimination

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

Emergency Responder Liability

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

Chapter 8 PLAN DEVELOPMENT AND MAINTENANCE

Development

Each department/agency with emergency management responsibility is responsible for the development and maintenance of appropriate planning documents that address responsibilities assigned in this Plan including, but not be limited to: SOPs, implementing procedures and/or operational guidelines. The EMD/EMC will ensure appropriate distribution of the EOP and any changes thereto. Public access to portions of this Plan may be posted on the City's website.

Maintenance

This Plan is a living document and is the principal source of documentation concerning the jurisdictions emergency management activities. Overall coordination of this process will be performed by the Local Emergency Management Director (EMD/EMC) or designee.

1. The EMD/EMC will authorize and issue changes to this Plan, as necessary and until the Plan is superseded. The Plan will be reviewed annually and be subject to revision annually, unless disasters or other emergencies or other events dictate otherwise.

2. The EMD/EMC will be responsible for maintenance of this Plan, including revisions, as required. Authorized representatives may recommend changes and will provide information concerning capability changes that affect their emergency management responsibilities. Users, reviewers and other appropriate individuals may also recommend changes. AARs and similar feedback will be considered in the maintenance and update of the Plan.
3. Lead agencies are responsible for participating in the annual review of the Plan. The Emergency Management Director will coordinate review and revision efforts, and will ensure that the Plan is updated, as necessary, based on lessons learned during actual events, exercises, as well as changes in organization, technology and/or capabilities.
4. Agencies and organizations have the responsibility for maintaining annexes, appendices, SOPs, implementing procedures, job aids, notification lists and resource data to ensure prompt and effective response to emergencies. Agency resource data must be accessible to agency representatives at the Local EOC. These agencies/organizations are also expected to conduct and/or participate in training activities designed to enhance their ability to accomplish their responsibilities, as assigned by this Plan.

Critiques

Following each EOC activation, exercise, etc. in which this ESF has been activated, an After-Action Report (AAR) should be conducted by the Lead Agency with the appropriate Support Agencies. A Corrective Action/Improvement Plan should be developed and incorporated into the ESF response activities when updated. AARs should entail both written and verbal input from all appropriate participants, including field personnel. An evaluation of the IP or critique comments will provide additional opportunity for changes, additions or revisions of the EOP content.