

CITY OF LACONIA, NH

Emergency Operations Plan

2008

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RECORD of REVISIONS and CHANGES

- 1. Emergency Management Plan 2008
- 2. Emergency Operations Plan (ESF Format) 2008

STATEMENT OF PROMULGATION

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

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

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

The City of Laconia, NH Emergency Operations Plan is adopted effective this day, the _____ of _____, 2008.

City Manager

Emergency Management Director

BI-ANNUAL CONCURRENCE

The City of Laconia, NH shall execute this page bi-annually by the members of the new governing body at their first organizational meeting.

**City of Laconia, NH
Emergency Operations Plan**

REVIEWED AND APPROVED **DATE:** _____

SIGNATURE: _____

TYPED NAME: _____

Emergency Management Director

CONCURRENCE OF APPROVAL

SIGNATURE: _____

TYPED NAME: _____

Mayor

CITY COUNCIL

SIGNATURE: _____

TYPED NAME: _____

SIGNATURE: _____

TYPED NAME: _____

SIGNATURE: _____

TYPE NAME: _____

SIGNATURE: _____

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SIGNATURE: _____

TYPED NAME: _____

SIGNATURE: _____

TYPED NAME: _____

CITY MANAGER _____

TYPED NAME _____

FOREWORD

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

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

City Manager
City of Laconia, NH

Signatories to the City of Laconia, NH Emergency Operations Plan (EOP)

City Manager

Emergency Management Director

Fire Chief

DPW Director

School Superintendent

Police Chief

Water Works

Building Inspector

City Clerk

City Treasurer

Health Officer

Welfare Administrator

Planning Director

I. Introduction

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

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

It is the intention of the City of Laconia, NH to maintain compliance with the National Incident Management System (NIMS) as described in Presidential Directive #5 – Management of Domestic Emergencies, dated February 28, 2007. The Laconia, NH emergency response operations will be organized and managed under the Incident Command System (ICS) recognized by the National Incident Management System. The City of Laconia, NH will continue to develop and refine the Emergency Operations Plan to comply with NIMS requirements as they are developed in the future.

A. Purpose

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

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

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

B. Scope

1. This ***EOP*** addresses the emergencies and disasters likely to occur as described in the ***Appendix D, Hazard Analysis and Assessment***.
2. Includes those actions that support local and state government efforts to save lives, protect public health and safety, and protect property.
3. Comprises all local departments and agencies assigned one or more functions, activities, and/or tasks, to provide response and recovery activities in support of local operations during an emergency or disaster.
 - a. Department and agency assignments are based upon their day-to-day responsibilities, statutory/legislative requirements, and/or Federal regulations.
 - b. Additional assignments may be made through an Executive Order (EO), as the situation warrants.
4. Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.
5. Describes how State and Federal resources will be coordinated to supplement local resources in response to a disaster.
6. Where possible, this ***EOP*** corresponds with the National Incident Management System (NIMS) of March 1, 2008. The COMMUNITY EOP establishes the basic elements of the NIMS, including the Incident Command System (ICS).

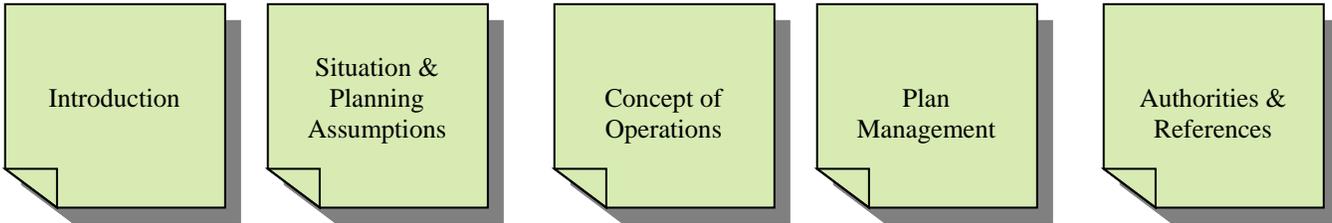
C. Structure

As shown in *Figure 1, Components of the LACONIA EOP* consist of the following:

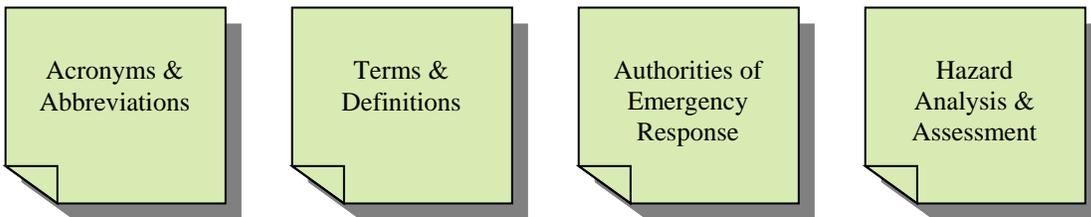
1. The format of the ***EOP*** is consistent with the State of New Hampshire Emergency Operations Plan as well as the Federal Response Plan (FRP) using the ESF concept and approach to providing assistance.
2. The ***Basic Plan***, which describes the purpose, scope, situations and assumptions, hazard analysis, concept of operations, plan management, and authorities of the State departments and/or agencies in response to an emergency or disaster.
3. ***Administrative Appendices*** that include: a list of acronyms/abbreviations, terms and definitions, a compendium of emergency authorities and directives, and hazard analysis and assessment, which serve as points of reference and information for the users.

4. **Emergency Support Functions (ESFs)** that delineate primary and/or co-primary and support agencies and describe policies, situations, concept of operations, and responsibilities; necessary standard operating procedures/guides (SOPs/SOGs) to implement functions.
5. **Hazard-specific Annexes**, which include Hazardous Materials, Radiological Protection and Terrorism.

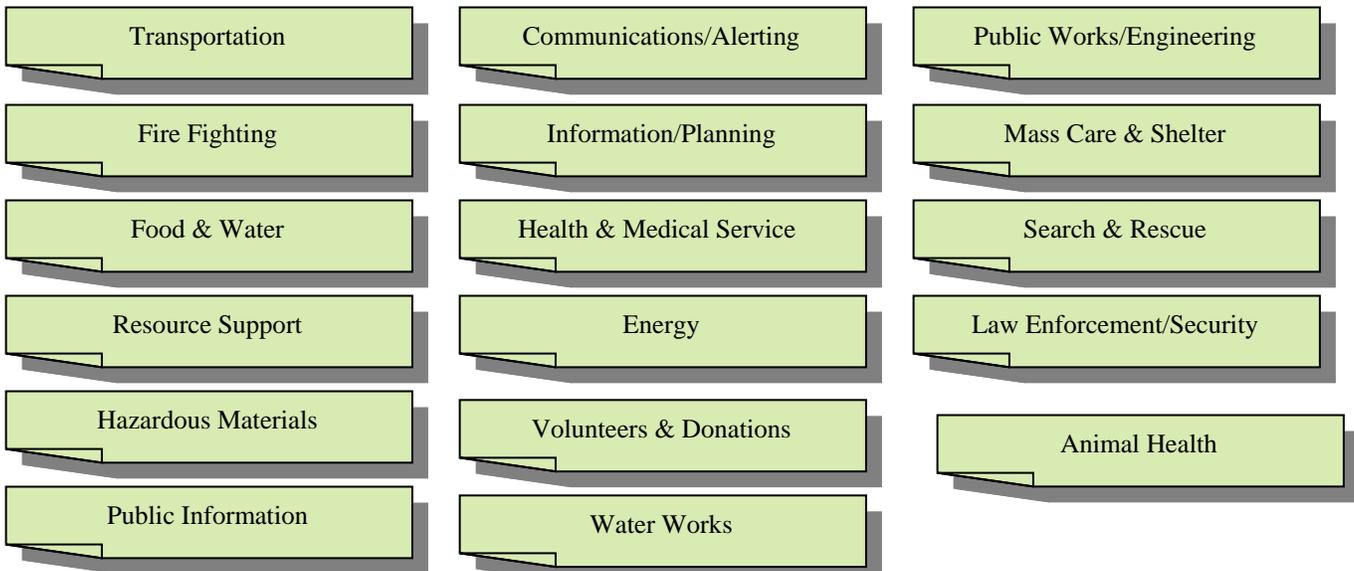
Basic Plan



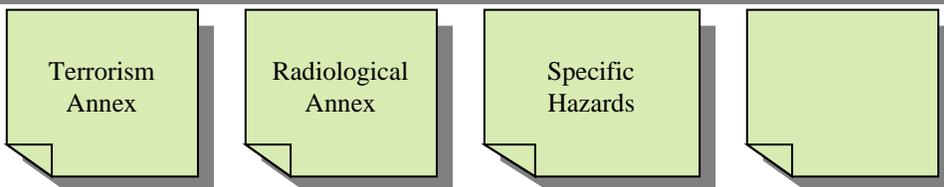
Administrative Element



Functional ESFs



Hazard Specific Annexes



D. ESF Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Water Works – Provides for the safe delivery of a water supply for fire suppression and human consumption.

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

Figure 2 – Emergency Support Function Assignment Matrix

Function	City Manager	EMD	Police Dept.	Fire Dept.	EMS	DPW	Building Insp.	School Superintendent	City Clerk	City Treasurer	Health Officer	Welfare Admn.	Planning Board	Health Officer	Water Works	Finance
Transportation	S	S	P	P		S		S								
Communications & Alerting	S	S	P	P	S	S		S								
Public Works & Engineering			S	S		P	S									
Fire Fighting			S	P	P	S										
Information & Planning	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Mass Care & Shelter		P	S	S	S	S		S				S		S		S
Resource Support	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Health & Medical Services		S	S	P	P	S		S			S	S				
Search & Rescue	S	S	P	P	P	S										
Hazardous Materials		S	S	P	P	S	S	S			S	S				
Food & Water	S	P	S	S		S		S			S	S				
Energy	S	P	S	S	S	S										
Law Enforcement & Security		S	P	S	S	S										
Public Information	S	P	S	S		S		S								
Volunteers & Donations	S	P	S	S				S				S	S			
Animal Health	S	S	P			S					S					

II. Situation and Planning Assumptions

A. *Situation*

The City of Laconia is located in Belknap County, situated in the central portion of New Hampshire.

Laconia is governed by an elected city council and mayor and is managed by a City Manager.

Laconia serves as the seat of county government; has a resident population of over 17,100 and functions as the service, financial and trade center for the region . This results in an estimated 18.5% population increase during the day due to the influx of commuters, seasonal residents and visitors.

Laconia has 17% of its residential units as seasonal in nature which is far above the national average. This large percentage of seasonal residences which includes hotels, motels, camps, boats and homes result in an estimated influx of over 12,000 persons. These factors cause the population of the city to fluctuate considerably. It is estimated that during peak summer, daily population can exceed 35,000 people

48% of the city residents live in multi family dwellings many of which are over 50 years old, of wood frame construction, and are not owner occupied. This creates a very transient population which increases he demands on public safety services

“Bike Week”, the States largest visitor event and Laconia’s proximity to ski slopes, a major NASCAR race track , the States largest Lake and other high value natural resources must be taken into consideration when assessing emergency service needs and Emergency Operations Planning..

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

- ✓ Conflagration/Major fire
- ✓ Water outage/contamination
- ✓ Severe Thunderstorms
- ✓ Ice & Snow Events
- ✓ Multiple Vehicle Accident
- ✓ Nuclear Accident
- ✓ Blizzard
- ✓ Plane Crash
- ✓ Mass Casualty Incident
- ✓ Electrical outage
- ✓ Fuel Shortage
- ✓ Hurricane/high wind event
- ✓ Drought
- ✓ Tornado/Downburst
- ✓ Explosion (weapons of mass destruction, haz-mat)
- ✓ Flooding (river, dam breach,ice jam)
- ✓ Haz-Mat Accident (Transport, storage, fixed facility)
- ✓ Terrorism
- ✓ Earthquake

Accordingly, the situation is as follows:

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

B. Planning Assumptions

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

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

from the next higher level of government, if required (i.e., municipality to State and State to Federal government).

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

C. Hazard Analysis and Assessment

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

III. Concept of Operations

A. General

1. Local response operations will be organized and managed under the Incident Command System (ICS).
2. Actions/Activities identified under the concept of operations are based upon the premise that an emergency or disaster event has exceeded the capabilities and resources of local government, thereby requiring State assistance. Such assistance, when authorized, will be provided by State agencies operating under their own authority, or as part of an effort coordinated by the Department of Safety – Bureau of Emergency Management (BEM), operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. Assigned agencies have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the State. A listing of the ESFs and their primary areas of responsibilities that have been adopted by the City of Laconia, NH are located on pages 3-6, Basic Plan.
 - a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated primary agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The primary and support agency assignments for each of the ESFs are identified by **Figure 2, Emergency Support Function Assignment Matrix** shown earlier in Section I, Page 6.
 - b. Specific functional missions, organizational structures, response actions, primary and/or co-primary, and support agency responsibilities are described in the individual ESF sections to the **EOP**.
4. Based upon the situation, primary, co-primary, and support agencies may be authorized to provide assistance in support of local operations without an executive order or proclamation of a STATE OF EMERGENCY.

B. COMMUNITY Operations Plan (EOP) Implementation

The plan has the force and effect of law as promulgated by RSA 21-P:39. Plan implementation, and the subsequent supporting actions taken by local government are specific to the emergency or disaster situation. Implementation is influenced

by the timely acquisition and assessment of reliable information gathered from the disaster scene. The plan is in effect for preparedness, response, and initial recovery activities when a major emergency or disaster occurs or is imminent.

C. *Phases of Emergency Management*

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

1. *Mitigation*

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

2. *Preparedness*

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

3. *Response*

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

4. *Recovery*

Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community, and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved State of

affairs. Examples of recovery actions are provision of temporary housing, restoration of government services, and reconstruction of damaged areas.

D. Organization and Assignment of Responsibilities

1. General

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

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

2. Emergency Operations Center (EOC)

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

3. Organization

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

with the other community departments and the EMD and in response to executive decisions.

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

a. **Command and Control Section**

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

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

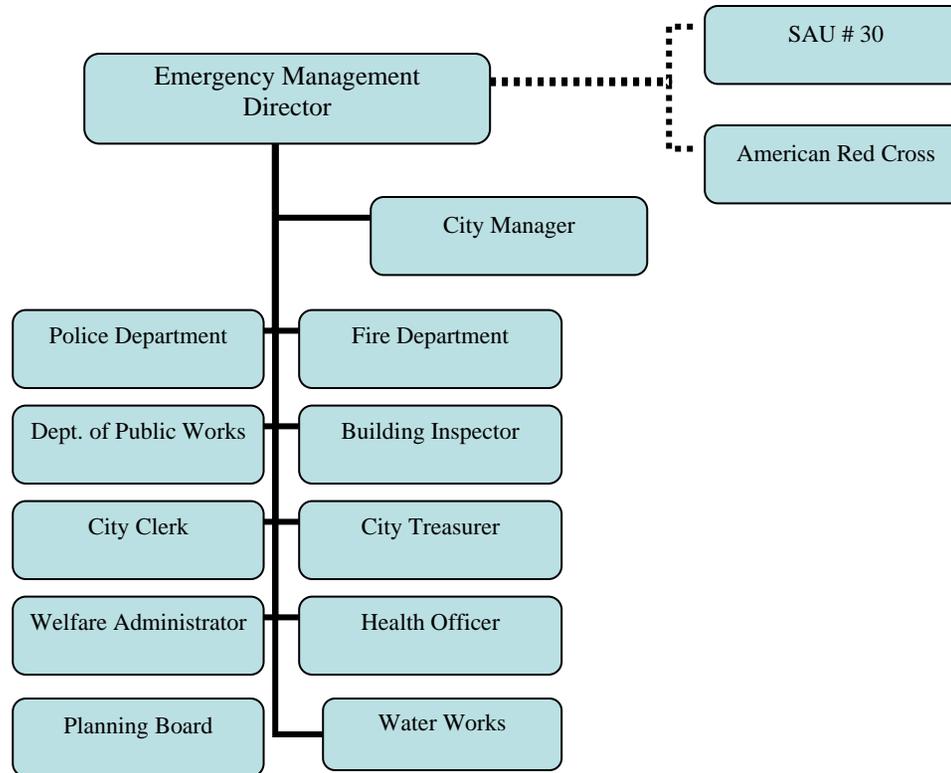


Figure 3: Emergency Operations Center Organization Chart

b. **Operations Section**

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

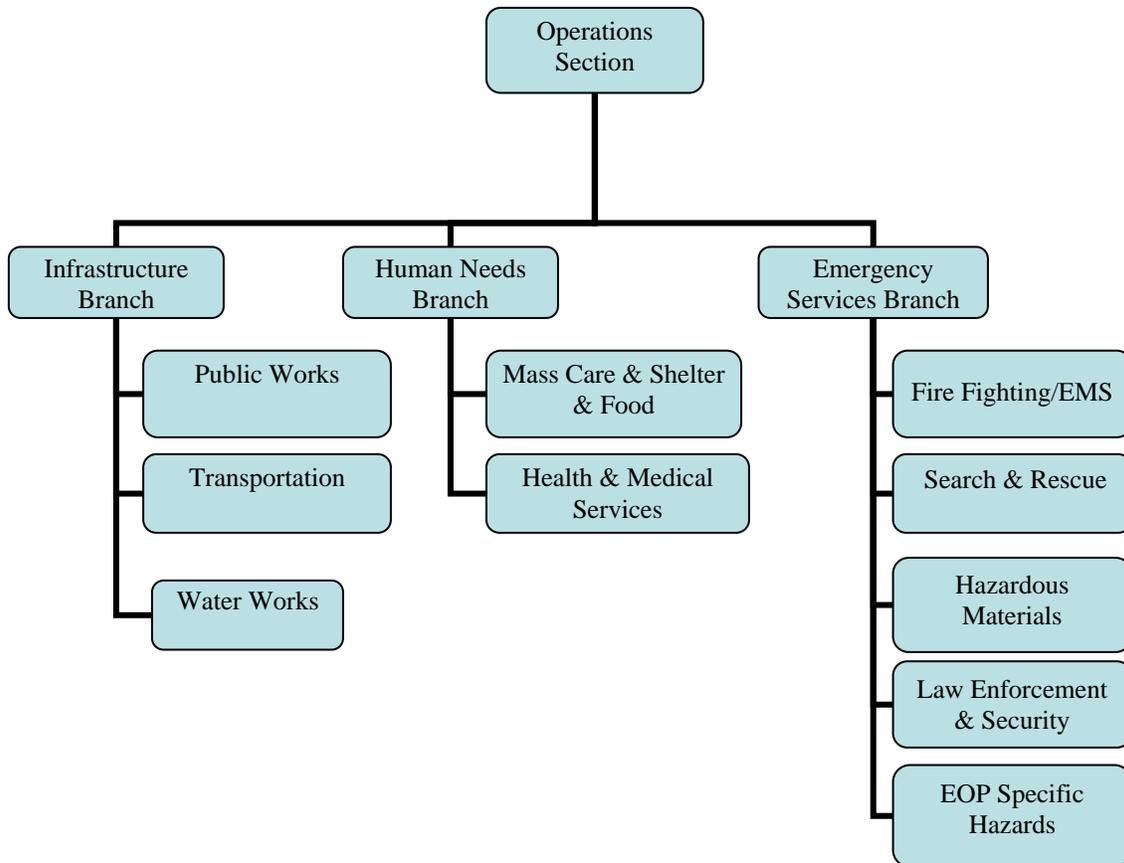


Figure 4: Operations Section Organization Chart

c. **Information & Planning Section**

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

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

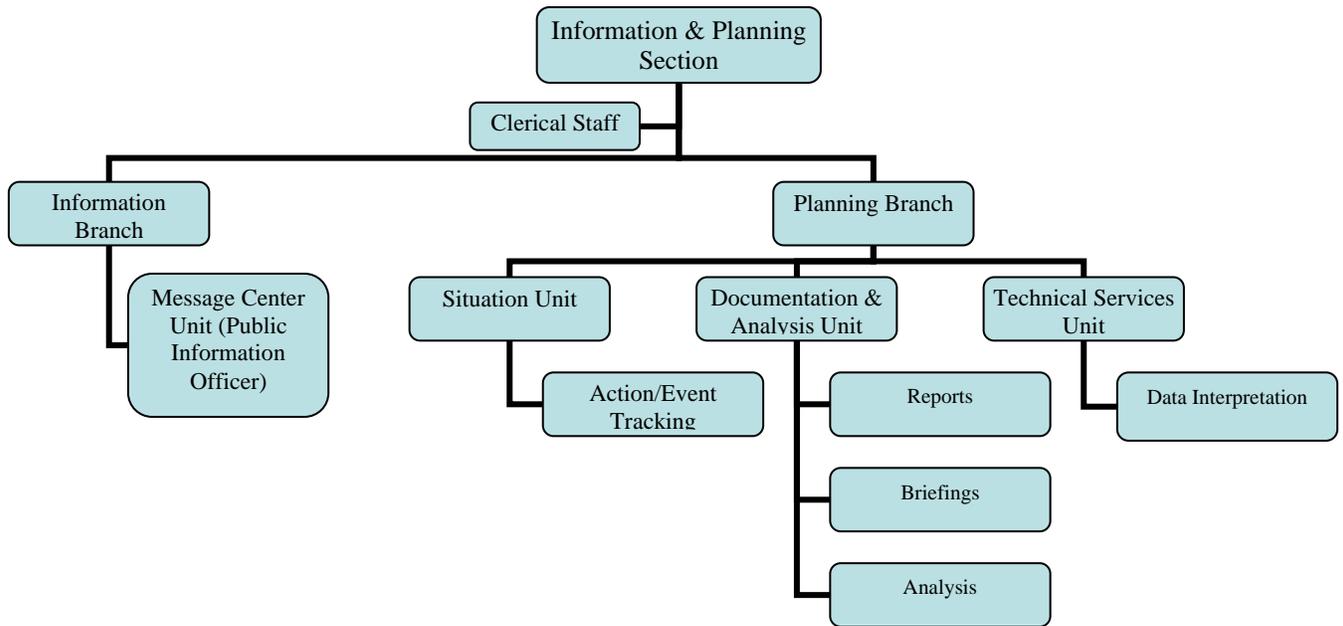


Figure 5: Information and Planning Section Organization Chart

d. **Logistics Section**

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

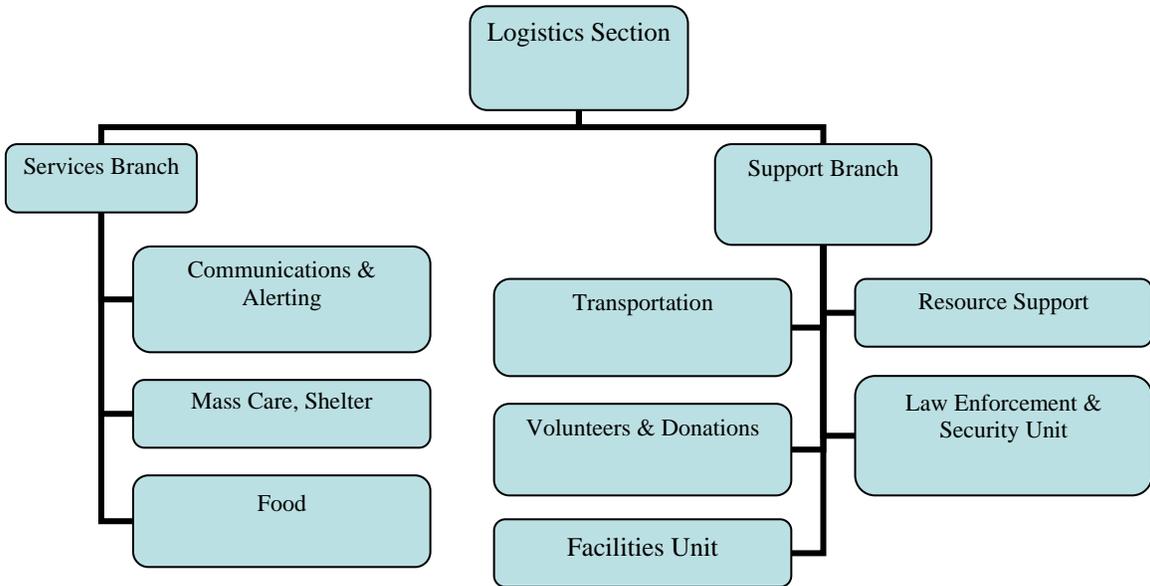


Figure 6: Logistics Section Organization Chart

e. **Administrative & Finance Section**

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

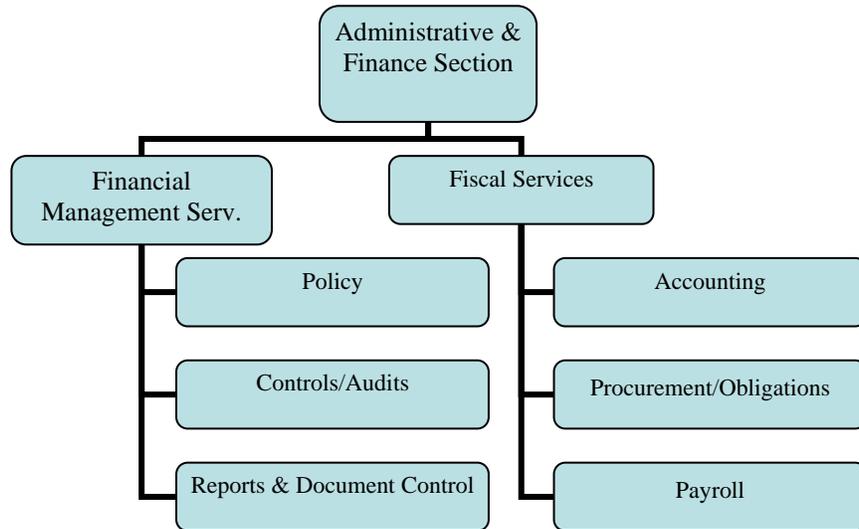


Figure 7: Administrative & Finance Section Organization Chart

4. **Responsibilities**

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

The City Manager is responsible for:

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

The Emergency Management Director (EMD) is responsible for:

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

The Police Department is responsible for:

- Providing emergency operations training for its own personnel, assisted by the Emergency Management Director (EMD).
- Conducting its own test exercises, as coordinated by the EMD.
- Protecting life and property, assisted by all departments.
- Providing crowd control, assisted by the Fire Department.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
- Coordinating regional police mutual aid.
- Assisting the Fire Department in providing radiological monitoring capability.
- Coordinating all emergency traffic control procedures within the community.

The Fire Department is responsible for:

- Emergency operations training for its personnel.
- Conducting test exercises, as coordinated by the Emergency Management Director.
- Assisting the Police Department in providing crowd control.
- Dispersing its own equipment and manpower to strategic locations, as necessary.
- Providing a monitoring capability for radiological accidents or incidents.
- Containing and extinguishing fires.
- Coordinating regional fire mutual aid.
- Providing rescue operations and emergency medical services.
- Receiving warnings from the County Sheriffs Office National Alert and Warning System (NAWAS) point and alerting local officials.
- Developing a public warning plan and system.
- Coordinating the emergency communications system.
- Supervising emergency operations in hazardous materials accidents or incidents.

The Department of Public Works is responsible for:

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

The School Superintendent is responsible for:

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

The Building Inspector is responsible for:

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

The City Treasurer is responsible for:

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

The City Clerk is responsible for:

- Providing population data.
- Protecting all city records

The Health Officer is responsible for:

- Enforcing public health standards.
- Assisting in coordinating emergency shelter and feeding.
- Directing inoculation or immunization.
- Coordinating emergency health care planning.
- Liaison with Local Hospital

The Welfare Administrator is responsible for:

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

The Planning Board is responsible for:

- Providing maps for planning and EOC display purposes.
- Collecting and providing ESF status information for inclusion into Situation Reports (SitRep)

The Water Works is responsible for;

- .Maintaining and providing water supply and distribution to the public water system.

E. Administrative, Finance, and Logistics

1. Administrative

- a. During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments to emergency operations and recovery activities. Departures from normal methods should be stated in the State of Emergency declarations, or as specified in the ***EOP*** and its supporting documents.
- b. Local response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the City's request for supplemental assistance.
- c. Upon activation of the ***EOP***, each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies and vehicles are accounted for and protected. In addition, assurances for rapid deployment should be maintained.
- d. All elements of city departments and offices shall implement established resource controls and determine the availability and accessibility of such resources. Additional required resources needed to support the emergency operation should be identified.
- e. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.
- f. Training of emergency operations staff will be conducted annually through in-house training sessions, exercises, actual response, and Bureau of Emergency Management (BEM)/Federal Emergency Management Agency (FEMA) courses. If warranted, the EMD training staff will conduct accelerated/refresher training on an appropriate subject matter during periods of increased readiness status.

2. Finance

- a. Funding allocations to meet the needs of an emergency situation is met by:
 - 1) If a disaster declaration is requested by the Governor, through FEMA Region I, to the President of the United

States, and if such is declared, then reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for Federal disaster assistance funds will be in accordance with prescribed State and Federal disaster assistance protocols and procedures.

- b. A major disaster or emergency may require the expenditure of large sums of State and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.
- c. City departments designated as primary and/or co-primary agencies for the ESFs, conducting emergency support activities, will be responsible for establishing and maintaining financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, for submitting bills in a timely fashion, and for closing out assignments.
- d. The City of Laconia, NH is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures or as stipulated in the ESF documents. Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

3. *Logistics*

- a. The EMD, in coordination with other city departments, will facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and, if required, sleeping and feeding facilities for EOC staff.
- b. Appropriate departments shall implement established resource controls and determine resource availability; this would include source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operations.

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

4. ***Mutual Aid Agreements***

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

F. Notification

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

- 1. The EMD would be alerted to the emergency or disaster situation by the local police or fire dispatch, NH State Police, and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the *EOP* in coordination with the City Manager.
- 2. If the emergency occurs during off duty hours, the EMD is notified of the situation via the local police or fire dispatch. Based upon the severity of the incident, the EMD will initiate further notifications and/or activations (partial or full) of the *EOP*.
- 3. Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the *EOP*.
- 4. Upon initial notification each responding agency is responsible for conducting its own internal notifications.

G. Activation and Deployment

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

1. The *EOP* will be utilized to address particular requirements of a given disaster or emergency situation. Selected functional ESFs will be activated based upon the nature and scope of the event and the level of State support needed to respond.
2. Based upon the requirements of the situation, EMD will notify city departments and agencies regarding activation of some or all of the functional ESFs and other structures of the *EOP*. Priority for notification will be given to primary agencies as specified by the ESFs.
3. When activation of the *EOP* (partial or full) is initiated, and unless otherwise specified, all departments and office representatives having primary and/or co-primary roles and responsibilities, as specified in the *EOP*, will deploy to the EOC, and activate their respective ESF component to the *EOP* and relevant SOPs/SOGs.
 - a. In the event the primary EOC is inaccessible/usable, staff will report to the alternate EOC located at the Police Station.

H. State to Local, State, and Federal Interface

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

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

- b. Status reports, compiled by EOC Staff will be forwarded to the Emergency Management Director at the State EOC.
 - c. Software Compatibility: The City of Laconia, NH has standardized software with Microsoft 2000 and Microsoft XP. The Department of Safety – Bureau of Emergency Management and the State EOC has standardized software with Microsoft Office 2000 and Microsoft XP. FEMA has standardized using Microsoft Office 2000. No conflicts are apparent.
2. The state to local interface will be specified with each *Local EOP* and will be guided by emergency management and *Communications and Alerting*. Unless otherwise noted, the chief elected official (CEO) of the jurisdiction is responsible for direction and control within the jurisdiction and an emergency management director is appointed and shall have direct responsibility for the organization, administration, and operation for emergency management within said jurisdiction.

I. Continuity of Operations (COOP)

1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of State and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the City of Laconia, NH establishes and maintains the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.
2. The Emergency Management Director is responsible for developing, maintaining, and exercising a COOP Plan for the City. The EMD is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.
3. In order to ensure effective emergency operations, the following should be considered:
- a. That State and local governments provide a capability to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
 - b. That local emergency response departments provide for the following during emergency operations:

- 1) Each element have designated and trained personnel available for EOC deployment; and
- 2) Each element maintains and updates notification lists, twenty-four hour staffing capabilities, and standard operating procedures/guides (SOPs/SOGs).
- c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
- 4. In the event the primary EOC is inaccessible, is damaged to the point it is rendered inhabitable or is destroyed, the EMD will take action to relocate local emergency operations to the alternate EOC site.
 - a. The alternate EOC is located at the Central Fire Station.
 - b. The EMD is responsible for developing and maintaining an EOC Relocation Procedures/Guides and/or Checklists, as appropriate.

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

- 1. In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters.
- 2. The following is the Line of Succession that has been established for the City of Laconia, NH of those whom report to the City Manager. The Emergency Management Director (EMD) will exercise Direction and Control of the EOC. If the EMD is not available, the direction and control of the EOC is as listed below;
 - a. **Deputy EMD**
 - b. **Police Chief**
 - c. **Deputy Fire Chief**
 - d. **Police Captain**
- 3. The position of Chief Executive of city government is filled in succession as listed below.
 - a. **Fiscal Officer**
 - b. **Fire Chief**
 - c. **Police Chief**

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

K. Recovery and Deactivation

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

1. Ensure that all health and safety issues are resolved prior to full deactivation;
2. That all essential services and facilities are re-established and operational;
3. Partial deactivation of the ***EOP***, in particular functional ESFs, may occur only when all issues within the specific functional area are resolved;
4. Recovery operations may be initiated during response operations;
5. Deactivation of response operations may be followed by the recovery operation; and
6. Final deactivation of all operational activities will only occur with authority from the Governor and in coordination with appropriate local, State, and Federal governments.

IV. Plan Management

A. Development

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

B. Maintenance

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

1. EMD will conduct the overall plan review and report to the City Manager with recommended revisions on a bi-annual basis. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.
2. Review of the functional ESFs by the respective primary, co-primary, and support agencies will be conducted every two years; SOPs/SOGs yearly; resource inventories and notification and recall lists on a six (6) month basis.
3. Review procedures following critiques of actual emergency operations and/or exercises and revise where deficiencies were noted. Revisions and/or updates within forty-five (45) days.
4. Major changes that affect the Situation and Assumptions and Concept of Operations sections of the **EOP** will be made, as required. The department head shall approve major changes. Authority to revise and/or update routine documents such as SOPs/SOGs, notification and recall lists, and resource inventories, shall be made by the primary, co-primary, and support agencies.
5. All changes, revisions, and/or updates shall be forwarded to the EMD for review, editing, publication, and distribution to all holders of the **EOP**. If no changes are required, EM is to be notified in writing, by the respective department, agency or office, that the plan and associated ESF, and all supporting documents, have been reviewed and are considered valid and current.

C. Document Control

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

D. Training and Exercises

1. The EMD will utilize annual training and exercise, provided by the NH Bureau of Emergency Management, to evaluate the capability of the City

to respond to minor, major, and catastrophic disasters. The EMD will coordinate the training of local and volunteer personnel on their roles and responsibilities in the four phases of emergency management (i.e., preparedness, response, recovery, and mitigation).

2. The training and exercise programs will help to ensure the operational readiness of the City's emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., animal health and terrorism related exercises and Radiological Emergency Preparedness Exercises for commercial nuclear power plants) to evaluate established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.
3. After each hazard-specific exercise a critique is held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans, and procedures/guides.

V. Authorities and References

A. Statutes and Regulations

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

B. References

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

1. FEMA, State and Local Guide (SLG) - 101, Guide For All-Hazard Emergency Operations Planning,
2. Federal Emergency Management Agency, Managing The Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans,
4. National Response Plan, April

5. Laconia Emergency Management Plan,
6. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
7. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.
8. State of New Hampshire : Natural Hazards Mitigation Plan
9. State of New Hampshire: Local Emergency Operations Planning Guide

TRANSPORTATION

Co-Primary Agency: Laconia Police Department
Laconia Fire Department

Support Agencies: City Manager
Emergency Management Director
DPW Director
School Superintendent
Finance Director
Parks and Recreation Director

I. Introduction

A. Purpose

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

B. Scope

This ESF provides for local transportation support including:

1. Management and coordination of transportation activities to support the effort of local agencies.
2. Establishing priorities and/or allocating transportation resources, processing of all transportation requests, managing air and marine traffic, determining the priority of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions and state agencies.
3. Processing overall coordination of requests for local transportation support.
4. Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas.
5. Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required.

Assisting in the design and implementation of alternate transportation services, such as mass transit systems, to temporarily replace system capacity lost to all or any part of the **City of Laconia** is affected and may involve all or any portion of the population. An organized evacuation of potentially endangered populations is one protective action and should be recommended only when other protective actions appear to be inadequate.

Areas in the **City of Laconia** that might require an evacuation to be recommended would include:

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

By state law, RSA 21, the Governor of New Hampshire may only recommend evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergency situations.

Although many of the adults in the City of Laconia own or have use of a private vehicle and would evacuate using that vehicle, the City assisted by state government will provide school buses and available commercial vehicles to transport those who do not own or have use of a vehicle or who cannot ride with friends, relatives or neighbors.

The major evacuation routes for the City of Laconia will be:

Route 3 north and South, Route 106 North and South, Route 107 South, Route 11 Southeast and Meredith Center Road North

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

It is assumed that most patients in medical facilities will be picked up and relocated by relatives. Relocation of patients in acute-care status and the transportation of same must, of necessity, be made at the time of emergency and on a case-by-case basis. Prisoners being held by the Laconia Police Department who could not be released would be transferred for incarceration.

II. Concept of Operations

A. *General*

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

Requests for assistance will be forwarded to the City of Laconia EOC. It is important that the DPW Director maintain close coordination with the local EOC when it is in full operation, in order to support the Laconia Police & Laconia Fire Department.

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

B. *Organization*

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

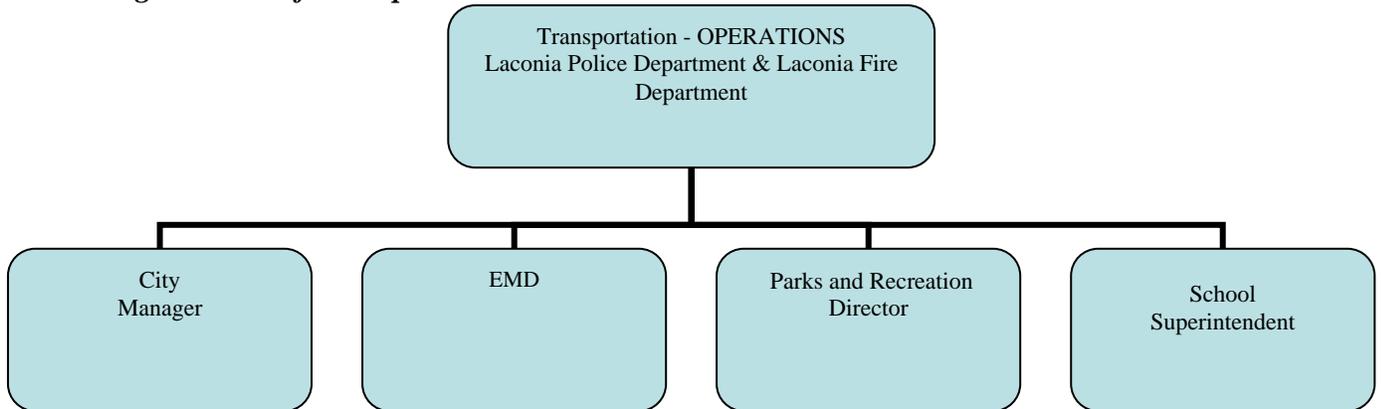


Figure 1-1

C. Notification and Activation

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

D. Recovery Actions

Once recovery efforts have been initiated, the ESF will assist, coordinate, and facilitate the transportation needs required to re-enter the affected areas. Those requirements will include personnel and vehicle capabilities.

E. Deactivation

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

III. Roles and Responsibilities

The Emergency Management Director will:

- Coordinate overall direction of the evacuation procedures.
- Begin the public warning procedures.
- Determine the approximate number of people involved.
- Notify the local Chapter of the Red Cross and appropriate responsible shelters to begin sheltering procedures.
- Notify NH Bureau of Emergency Management and request state and/or federal assistance.
- Disseminate information and instructions to the public through the local media via a Public Information Officer.
- Instruct EOC and operational staff to implement their evacuation procedures.
- Perform such other functions as directed by the City Manager.

The DPW Director will:

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

The Laconia Police Department will:

- Continue ongoing disaster operations.
- Coordinate emergency transportation routes.
- Establish and maintain control points to maximize traffic flow.
- Organize patrols to provide security in the evacuated area.
- Distribute personnel and vehicle identification to key worker and emergency services personnel.

The Laconia Fire Department will:

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

The School Superintendent will:

- Maintain control over school (principals) and advise the schools of planned actions-early closings, sheltering or evacuation in concert with established and maintained plans.
- Coordinate with the DPW Director and the contracted Bus Service for the planned actions as listed above, and to provide for tracking of people transported.
- If schools are used as a City of Laconia shelter, assure the schools are closed to students at the time sheltering is planned to start, and to provide space and materials as needed.
- Make school properties available as pick up points.
- Provide a representative at the EOC for school issues.

The Finance Director will;

- Disburse funds, at the direction of the City Manager or Mayor and City Council, to implement ESF 1, Transportation.

The Parks and Recreation Director will

- Assist in emergency transportation
- Open shelters under his/her jurisdiction and provide staffing of same.

V. References

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

All SOP's and SOG's are on file at the respective agencies involved.
City of Laconia Evacuation Plan

B. Interagency Agreements/Compacts/Mutual Aid Agreements

None

VI. Attachments

A. Forms

See Appendix F at the end of this EOP.

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COMMUNICATIONS AND ALERTING

Co-Primary Agency: Laconia Police Department
Laconia Fire Department

Support Agencies: City Manager
Emergency Management Director
DPW Director
School Superintendent

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

The Fire, Police, Water and DPW Director currently maintain radio networks for conducting day to day operations. These departments have base stations and mobile radios for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

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

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

III. Concept of Operations

A. *General*

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

B. *Organization*

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

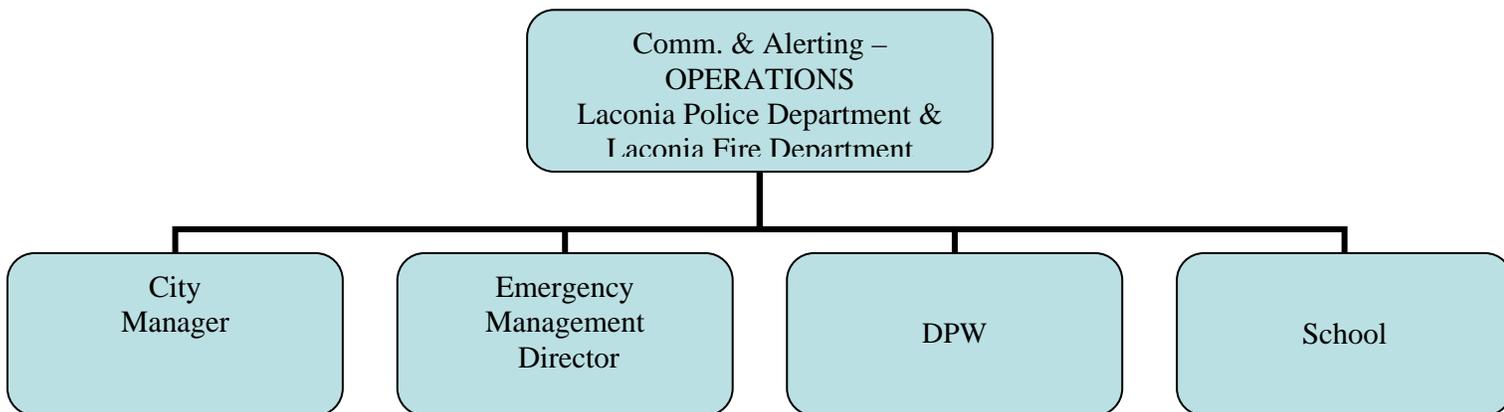


Figure 2-1

C. *Notification and Activation*

Upon notification of an emergency alert, the Laconia Police and Laconia Fire Departments will establish communication links with the following:

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

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

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

D. Emergency Response Actions

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

- Ranking Fire Officer and the ranking Police Officer on Duty, upon deciding that EOC activation is warranted, notifies local dispatch to contact EMD or designee.
- Laconia Fire Department Dispatch shall contact the EMD who may approve the activation and notification. Upon verbal approval, Police and Fire Chiefs shall make the initial notifications using the phones and their paging software.
- Upon activation, the Emergency Management Director or designee will take charge of EOC operations. The executive and operational staff positions shall be filled and shall report their state of readiness and recommendations to executive staff.
- Members of the executive staff will determine which, if any, other officials and staff should be notified/requested.
- The City Manager is to be notified of all EOC activations. Those involved shall consider seeking the City Managers authorization to declare a state of emergency, if necessary.

E. Deactivation

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

IV. Roles and Responsibilities

All Primary and Support Departments will:

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

The Laconia Police Department will:

- Organize and control emergency communications.
- Receive warnings from the National Weather Service and/or State Emergency Management via the NAWAS.
- Notify immediately the City Manager and EMD of the emergency message received.

The Laconia Fire Department will:

- Upon notification of an emergency alert, the Laconia Fire Department Dispatch shall make required notification per Laconia Fire Department SOPs.
- Coordinate communications between the Police and Fire Departments.
- Provide communication equipment for first responders, as needed.
- Provide communication support.

The Emergency Management Director will:

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

The DPW Director will:

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

The School Superintendent will:

- Receive and disseminate emergency information and instructions to all school principles, including private schools, colleges and technical colleges.

V. References

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

SOP's and SOG's are on file at the respective Departments involved.

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

None

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

PUBLIC WORKS AND ENGINEERING

Primary Agency: DPW Director

Support Agencies: Laconia Police Department
Laconia Fire Department
Building Inspector

I. Introduction

A. Purpose

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

II. Situation and Planning Assumptions

A significant disaster may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety.

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

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

III. Concept of Operations

A. General

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

B. Organization

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

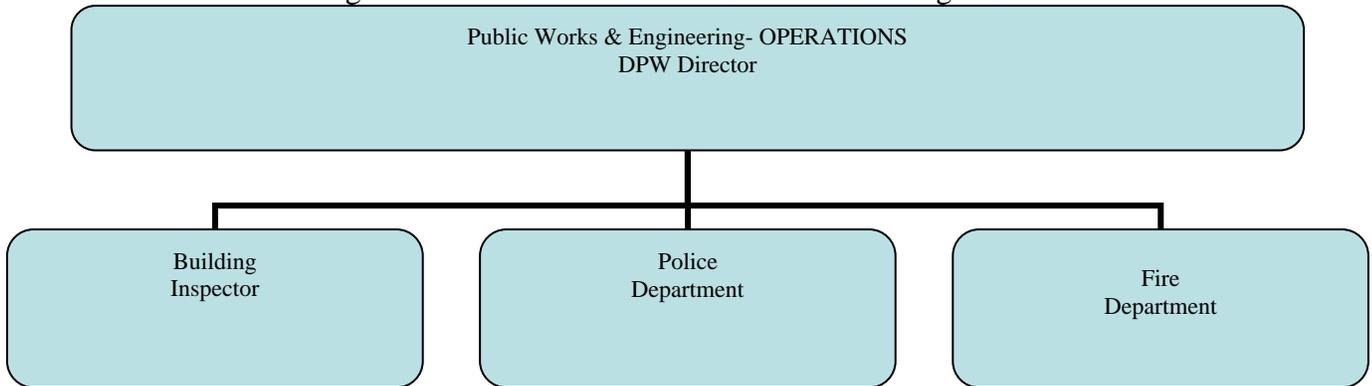


Figure 3-1

C. Notification and Activation

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

D. Emergency Response Actions

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

- Compiling and evaluating damage assessments from City departments and staff.
- Establishing communications with field units/facilities and public works director.
- Coordinating additional engineering and construction resources as needed.

E. Recovery Actions

Upon determination that emergency conditions have stabilized or are improving, the EMD shall direct recovery actions to commence.

F. Deactivation

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

IV. Roles and Responsibilities

The DPW Director will:

- Coordinate resources and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Assist in mobilization needs for resources, manpower and equipment.
- Coordinate transportation activities.
- Provide emergency debris clearance to allow emergency personnel and equipment the ability to perform lifesaving and life protection activities.
- Provide temporary construction of emergency access routes necessary for passage of emergency response personnel.
- Maintain a list of qualified private contractors to assist in the restoration of critical facilities.
- Collect and provide the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):
 - a. Status of debris removal activities
 - b. Status of Critical Facilities
 - c. Emergency Access Routes
 - d. Unmet Needs
 - e. Status of public utility services restoration

The Laconia Police Department will:

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

The Laconia Fire Department will:

- Recommend the stabilization or demolition of structures or facilities determined to be an immediate threat or hazard to public safety.
- Provide resources in response to terrorist incidents/attacks. Assist in damage assessment with federal, state and local officials.
- Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.

The Building Inspector will:

- Serve as a member of the safety and damage assessment teams assessing public buildings for potential fire damage, hazards, etc.

V. References

- A. Interagency Agreements/Compacts/Mutual Aid Agreement**
Police Mutual Aid Agreements on file at the Police Department Hdqtrs.
Fire Mutual Aid Agreements on file at the Fire Department Hdqtrs.
Public Works Mutual Aid agreements on file at the DPW Hdqtrs.

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

FIRE FIGHTING

Primary Agency: Laconia Fire Department

Support Agencies: DPW Director
Emergency Management Director
Laconia Police Department

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation

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

The Laconia Fire Department is a professional organization of 37 members headed by a career fire chief and is as well-equipped to perform its assigned functions as any city of a comparable size. It is a member of the Lakes Region Fire Mutual Aid System. Laconia Fire Stations have limited emergency back-up power capabilities.

The Laconia Fire Department is a source of highly trained personnel in the City of Laconia, but in a major emergency it would need additional personnel and equipment to perform all of its assigned tasks due to the limited number of personnel on duty and the length of time it takes many off duty personnel to return to the City.. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed at the time of crisis.

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

III. Concept of Operations

A. General

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

B. Organization

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

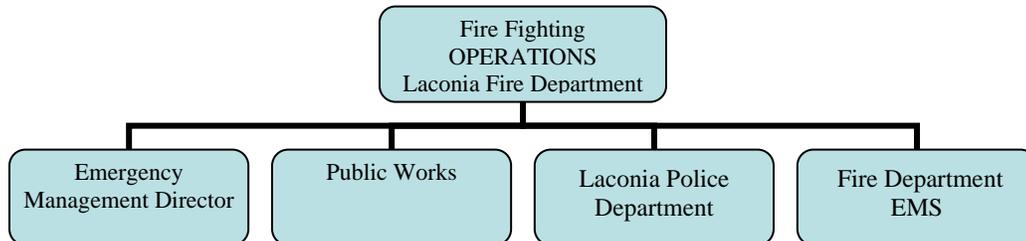


Figure 4-1

C. Notification and Activation

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

D. Emergency Response Actions

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

- Begin warning procedures per guidelines, upon approval of the City Manager
- Begin call-up of additional department personnel
- Recruit additional personnel if needed
- Begin emergency communications procedures
- Notify the City Manager and the Emergency Management Director of the state of readiness of the department and request outside assistance if necessary
- Report to the EOC when directed by the City Manager and delegate the on-scene command of the department to the Deputy Chief of Operations
- Disburse personnel and equipment to predetermined strategic locations
- Extinguish and/or contain all fires
- Report any power outages to PSNH Electric and/or NH COOP
-
- Provide personnel to other emergency services to augment their capabilities, if personnel are available.
- The Laconia Fire Department will implement existing operating procedures, mutual aid agreements, and notification as outlined within existing protocols

E. Recovery Actions

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

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

F. Deactivation

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

IV. Roles and Responsibilities

The Laconia Fire Department will:

- Extinguish and contain all fires.
- Receive the notification of an actual or impending emergency and forward it to the City Manager and the Emergency Management Director.
- Disseminate emergency warnings to the general public.
- Perform such other functions for the protection of life and property as deemed necessary by the Fire Chief in accordance with NH RSAs.
- Train fire personnel for multi-hazard response and discipline.
- Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols.
- Maintain an up-to-date inventory of personnel and equipment.

The DPW Director will:

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

The Laconia Police Department will:

- Coordinate traffic control.
- Coordinate emergency transportation rout

The Emergency Management Director will:

- Establish the Emergency Operations Center, as needed

V. References

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

Laconia Fire Department Standard Operating Procedures (SOPs) for fire suppression.
Police SOPs for Response to specific emergencies.

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Lakes Region Fire Mutual Aid System
Capital Area Fire Mutual Aid System
NH Federation of Fire Mutual Aid Associations

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

INFORMATION AND PLANNING

Primary Agency: Emergency Management Director

Support Agencies: All departments involved in response operations.

I. Introduction

A. Purpose

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

B. Scope

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

1. **Information Processing** in order to process essential elements of information from local, state, federal, and other resources and to disseminate in order to provide for adequate response activities.
2. **Reports** to consolidate information, document response activities and to provide essential information to local, state, federal and other sources.
3. **Displays** to maintain information and status in order to facilitate briefings and current activities.
4. **Planning and Support** for consolidating data to support the preparation of the Action Plan.
5. **Technical Services** to coordinate remote sensing and reconnaissance requirements; provide hazard-specific technical advice to support operational planning; and use additional subject matter experts or technical specialists, as needed.

II. Concept of Operations

A. General

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

In response to an incident, the following may occur:

1. Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide:
 - a. Gross assessment of disaster impacts including the identification of the boundaries of the damage areas, type and severity of the damages, including status of vital facilities.
 - b. Provide general assessment of the status of government operations.
 - c. Select or validate, as necessary, the operational status of critical facilities such as staging areas, mobilization centers, etc.
2. The assessment of the incident, if warranted, will be communicated to INFORMATION & PLANNING where it will be directed to the appropriate operational element needing the information.
3. The various support agencies to INFORMATION & PLANNING will gather, disseminate, and transmit data to the primary agency. INFORMATION & PLANNING will collect, summarize, analyze, display, and disseminate critical elements to the operational support of the local EOC. Such elements include but are not limited to:
 - a. Boundaries of the disaster area
 - b. Social/economic/political impacts
 - c. Jurisdictional boundaries
 - d. Status of transportation system
 - e. Status of communications system
4. INFORMATION & PLANNING will develop situation reports using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.

B. Organization

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

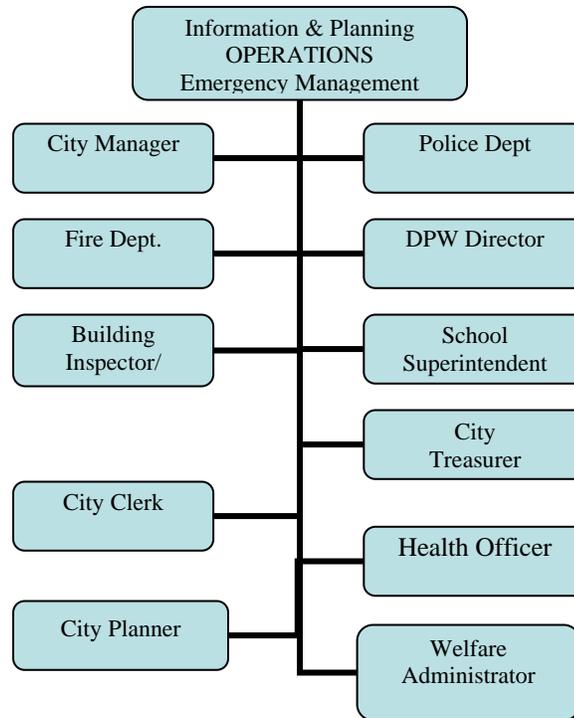


Figure 5-1

C. Notification and Activation

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

D. Emergency Response Actions

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

- The initial actions are the activation of the ESF with the determination of staff requirements at the local EOC in order to collect, process and disseminate incoming information.
- Collect, process and disseminate information on the disaster or emergency situation for use by the local EOC.
- 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.

- Provide for secure technical advice, as needed.
- Prepare planning reports and develop special reports describing specific actions, priorities or contingency planning requirements as requested.
- Log and track local, state and federal response actions and request to support operational elements.

E. Recovery Actions

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

F. Deactivation

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

III. Roles and Responsibilities

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

V. References

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

Not Applicable

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Not Applicable

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

MASS CARE AND SHELTER

Primary Agency: Emergency Management Director

Support Agencies: Laconia Fire Department
Laconia Police Department
DPW Director
School Superintendent
Finance Director
Welfare Administrator

I. Introduction

A. Purpose

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

B. Scope

In the event of a prolonged disaster, exceeding 24-48 hours, the City of Laconia would require the assistance of the American Red Cross (ARC). The ARC independently provides mass care to all disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United State Congress, Act of January 5, 1905, and the Disaster Relief Act of 1974. ARC also assumes primary 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.

In the event of a short term emergency, the city will operate shelters at their own level

II. Situation and Planning Assumptions

The recommendation to evacuate people at risk during an emergency situation automatically requires that shelter spaces be made available and feeding operations for evacuees begin. Generally, the Laconia High School, Memorial Middle School and the Elm Street, Pleasant Street and Woodland heights elementary schools and Holy Trinity Church and the Lady of the Lakes school can serve as short term shelter facilities since they combine shelter spaces with the capability for mass feeding.

The Weirs Community Center, the City Center and the Taylor Home which, if unaffected by the emergency situation, could provide short term shelter space for its evacuees or a like number from an affected community nearby (see Appendix E – Resource List). If these buildings were affected, evacuees must be sheltered in another community.

There are other buildings that could be expediently upgraded to provide shelter. In the case of an emergency, the population would be advised to seek shelter in the best available facility. Most private homes have basements in which residents could seek shelter from radioactive fallout.

III. Concept of Operations

A. Policies

General

- The ARC has been designated the primary agency responsible for mass care. State agencies have been designated to support the mass care foundation. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.
- The City Manager will advise the public through the Emergency Alert System on the shelter locations(s), the procedures to follow when evacuating and recommendations that evacuees bring as much non-perishable foods with them as possible.
- The Health Officer will monitor conditions in the shelters and make recommendations to assure the health and safety of shelterees.

Mass Care

- Sheltering, feeding and emergency first aid activities will begin as soon as possible after the disaster occurrence (or before, if there is advance warning.)
- Mass Care services may not be available to relief workers for first 72 hours.

B. Organization

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

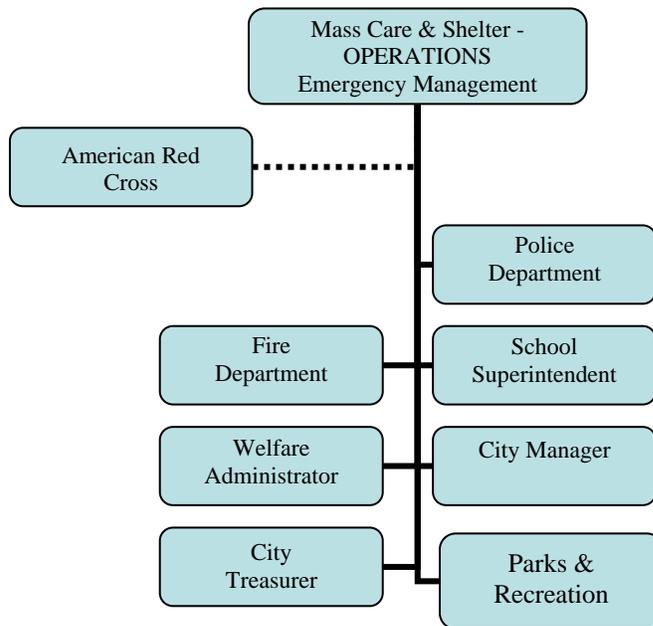


Figure 6-1

C. Notification and Activation

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

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

D. Deactivation

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

IV. Roles and Responsibilities

The Emergency Management Director will:

- Develop and maintain a shelter plan.
- Identify and secure permission of those buildings to be designated as shelters.

- Advise the Health Officer on the occupying of and emerging from shelters based on monitored radioactivity data from local, state and federal sources.
- Advise the Health Officer of the facilities providing the best protection.

The Welfare Administrator will:

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

The Laconia Fire Department will:

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

The Laconia Police Department will:

- Provide security at the shelters.

The School Superintendent will:

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

The Finance Director will:

- Advising City Manager/Mayor and City Council on the disbursement of City funds.

The City Manager will:

- Coordinate press releases and public information
- Assist in the implementation of Mass Care & Shelter.

The American Red Cross may provide the following services:

- Provide listings of ARC approved shelters in the area.
- Assist with long-term sheltering of residents as necessary.

The Parks and Recreation will Director;

- Open city shelters
- Assist with shelter operations

V. References

A. *Plans*

American Red Cross - NH State Disaster Plan

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

None

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

RESOURCE SUPPORT

Primary Agency: Emergency Management Director (EMD)

Support Agencies:

City Manager
Laconia Police Department
Laconia Fire Department
DPW Director
Building Inspector
Health Officer
School Principal
City Clerk
Finance Director
Welfare Administrator
City Planner
Water Works
Parks and Recreation

I. Introduction

A. Purpose

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

II. Situation and Planning Assumptions

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

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

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

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

III. Concept of Operations

A. General

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

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

B. Organization

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

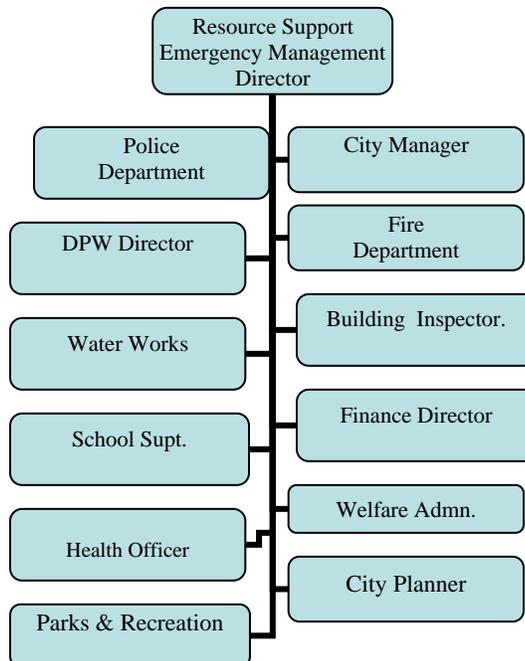


Figure 7-1

C. Notification and Activation

In response to an event that would cause for the activation of the local EOC, the EMD would initiate notification. The **City of Laconia** Police Department in conjunction with the Fire Department would normally initiate notification during off-duty hours.

D. Emergency Response Actions

1. Preparedness

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

2. Response

a. Initial Actions

- 1) Place emergency service personnel on standby or direct to staging areas with some facilities staffed for immediate response.
- 2) EMD will request the support agencies to activate and staff the EOC, and will notify other State agencies and FEMA Region I of the situation.
- 3) Support agencies will provide logistical support as required.
- 4) Primary and support agencies for ESF- Resource Support will be prepared to provide initial reports based on resources that have been requested.
- 5) Communication resources will be provided in coordination with Communications and Alerting.
- 6) Transportation needs will be provided in coordination with Transportation.
- 7) Food and fuel will be provided with cooperation with Food & Water and Energy, respectively.
- 8) Security for staging areas and facilities will be provided through Law Enforcement and Security.

b. **Continuing Actions**

- 1) This ESF will continually provide for the control and accountability of equipment, personnel, goods and services in support of the disaster.
- 2) Track the status/disposition of all resources requests.

3. **Recovery**

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

- 1) Staff movement.
- 2) Procuring equipment after disaster events.
- 3) Deploying staff in the event an alternate EOC is established.
- 4) Providing logistical support to the Federal Disaster Field Office (DFO).

4. **Mitigation**

Refer to the City of Laconia Hazard Mitigation Plan

E. Deactivation

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

IV. Roles and Responsibilities

The Emergency Management Director will:

- Coordinate requests for additional personnel and equipment
- Advise the City Manager on the location of additional resources
- Coordinate the use of essential utility services
- Maintain the Resource Inventory Listing in an up-to-date condition
- Assume overall control of resource allocation

The City Manager will:

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

The Laconia Fire Department will:

- Provide personnel and equipment in the implementation of Resource Support

The Laconia Police Department will:

- Provide personnel and equipment in the implementation of Resource Support

The DPW Director will:

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

The Building Inspector:

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

The Health Officer will;

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

The School Superintendent will:

- Provide, in coordination with DPW Director and the school bus contractors for evacuation of the school(s).
- Provide, at each school, personnel who will prepare and maintain lists of people in each school bus
- Provide, maintain and oversee space in school buildings for use as shelters, and to provide and maintain lists of people in same

The Finance Director will:

- Disburse funds on orders of the Mayor and City Council
- Maintain records of funds expended for possible post-disaster reimbursement

The Parks and Recreation will:

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

The Welfare Administrator will:

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

The City Planner will:

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

The Water Works will;

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

V. References

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

Laconia Fire, Police, School and DPW SOP'S/SOG's on file with the respective Departments.

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

Laconia Fire, Police and DPW Departments have specific mutual aid agreements on file at the respective Department Headquarters.

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

HEALTH AND MEDICAL SERVICES

Co-Primary Agency: EMD/EMS

Support Agencies: Laconia Fire Department
Laconia Police Department
DPW Director
School Superintendent
Health Officer
Welfare Officer

I. Introduction

A. Purpose

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

II. Situation and Planning Assumptions

The Laconia Fire Department provides Advanced Life Support (ALS) service with three (3) ALS ambulances staffed by Firefighter/paramedics and Firefighter Emergency Medical Technicians. There are two firefighter paramedics assigned to each platoon and a total of 12 on the Department. Sixteen firefighters are certified at the EMT-Intermediate level

Lakes Region General Hospital (LRGH) is the major medical facility within the City and serves as an important adjunct for the Fire Department ALS service as well as providing a high level of health services to the community. The hospital is a certified trauma center.

Franklin Hospital in Franklin, NH is part of the Laconia and Lakes Region area emergency medical and health care system.

The Taylor Home, Genesis Elder Center, Genesis Behavior Health Center, Laconia Community Health and Hospice ,the Laconia Clinic and the Salvation Army, St. Vincent DePaul Society , New Beginnings Shelter, Osaman Place Shelter are all located in Laconia, NH and provide various medical, health, mental health and sheltering services.

The City of Laconia has access to a Community Emergency Response Team (CERT) comprised of trained volunteers and medical personnel via the Lakes Region Partnership for Public Health.

The Fire Department and the Lakes Region General Hospital have a mass casualty incident plan (MCI) which includes the all medical facilities and agencies as well as the surrounding Fire and Rescue Departments. The MCI plan is tested periodically.

III. Concept of Operations

A. General

The City of Laconia has a responsibility to provide medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities.

Lakes Region General Hospitals Mass Casualty Incident (MCI) plan will work in concert with this plan.

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

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

B. Organization

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

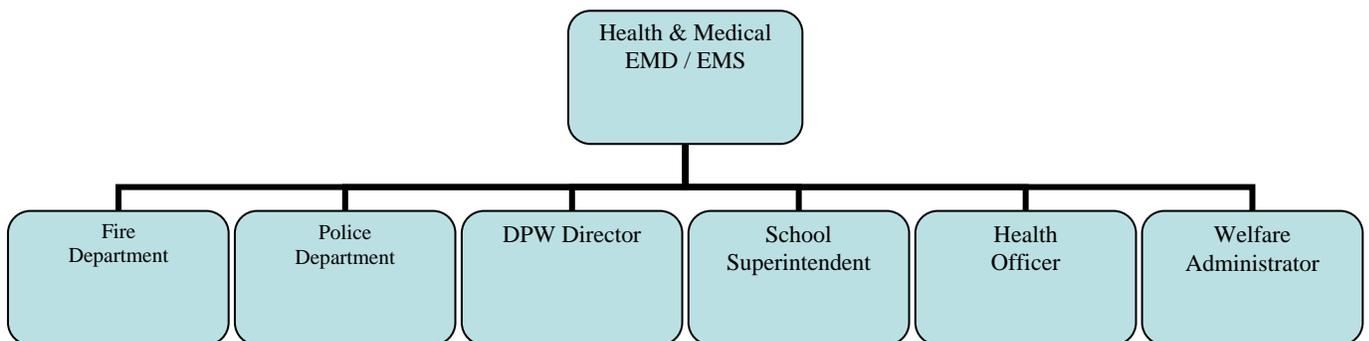


Figure 8-1

C. Emergency Response Actions

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

- Establish liaison with the Health Officer and city based organizations and state and federal agencies appropriate to the situation.

D. Deactivation

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

IV. Roles and Responsibilities

The Laconia Fire Department EMS will;

- Provide all emergency medical treatment functions
- Coordinate emergency health and medical functions with the Health Officer
- Assess the medical capabilities on hand and report these to the City Manager.
- Establish medical procedures for evacuees at the shelter(s)
- Perform such other emergency functions to the best of its ability as requested by the City Manager/EOC
- Provide situational reports containing the number, type and severity of casualties to the EMD
- Perform all administrative and operational functions of the EMS Service
- Provide direction and control of the EMS Division during a disaster situation operating from the Emergency Operations Center (EOC)
- Coordinate medical assistance with area Hospitals, if necessary

The Emergency Management Director will:

- Assist the Building Health Officer.
- Provide situation reports containing the number, type and severity of casualties to the State EOC
- Report any excess medical capacity which may be available to EOC
- Coordinate with health care facilities on the release of names of casualties and proper notification to kin
- Make requests for medical assistance, equipment, supplies and health manpower, as appropriate through local EOC
- Report any excess medical capacity which may be available

The Health Officer

- Coordinate all health functions
- Establish procedures for evacuating medically ill patients
- Maintain direct contact with the Laconia Fire Department EMS
- Act as liaison with the state Health & Human Services department
- Coordinate implementation of public immunization
- Establish point of dispensing

The Laconia Police Department will:

- Provide security and escorts, as required (e.g., Strategic National Stockpile (SNS), mass medication centers)
- Identify and ensure access routes are available
- Coordinate with the law enforcement agencies from non-impacted areas in the State for the provision of security and restricting access at health and medical facilities within the effected area
- Provide emergency transportation of blood, health/medical personnel, and medications, if needed

The DPW Director will:

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

The School Superintendent will:

- Assist in the coordination of bus transportation and school facilities

The Welfare Officer will:

- Support in the implementation of Health & Medical

V. References

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

City of Laconia Fire Department Standard Operating Procedures

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Lakes Region Fire Mutual Aid
NH Hospital Mutual Aid Network MOU
Department of Safety Health Alert Network

C. Plans

Lakes Region Partnership of Public Health=Emergency Response Preparedness Plan
Laconia Fire Mass Casualty Incident Plan (MCI)

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

SEARCH AND RESCUE

Co-Primary Agency: Laconia Police Department
Laconia Fire Department

Support Agencies: Emergency Management Director
City Manager
DPW Director

I. Introduction

A. Purpose

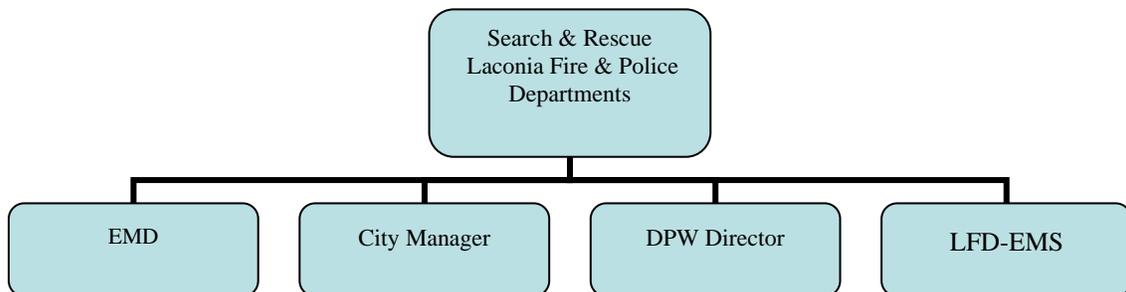
To provide assistance in all activities associated with Search and Rescue operations. To coordinate the integration of personnel and equipment resources.

II. Concept of Operations

A. General

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

B. Organization



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

Figure 9-1

C. Notification and Activation

the Laconia Fire/Police Department will initiate activation of this ESF.

Initial notification of the Police and Fire Departments will normally be made by the local dispatch center.

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

D. Emergency Response Actions

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

- Assign a Search & Rescue representative to report to the local EOC as soon as possible after notification of Search & Rescue activation.
- Establish a Unified Command to coordinate all Search and Rescue Activities,
- The Search & Rescue representative will ensure that communication links are established with local or field command and control elements, and other primary and support agencies.
- Determine initial and ongoing activities and damage assessment through established intelligence gathering procedures. Provide this information to Information and Planning, personnel for dissemination.
- Maintain complete logs of actions taken, resource requirements, and other activities.

E. Recovery Actions

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

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

F. Deactivation

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

III. Roles and Responsibilities

The Laconia Police Department will:

- ❑ Coordinate with Laconia Fire Department to conduct search and rescue operations
- ❑ Collect and maintain the following ESF status information and coordinate with Information and Planning, to ensure inclusion into the situation report.
 1. Number of victim rescues attempted and completed
 2. Status of rescue operations
 3. Unmet needs

- 4. Allocated and requested Search and Rescue Resources
- 5. Staffing and resource shortfalls

- Provide for after hours dispatching, issue warnings information to other primary agencies, and provide aerial search and rescue support as needed
- Coordinate with the Laconia Fire Dept. to provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
- Coordinate with Health and Medical, to ensure the proper health and safety of local officials. Provide dissemination of protective actions in regards to public health, and provide proper guidance for sanitation measures involving food & water
- Advised NH Fish & Game of any Search & Rescue event.
- Provide investigative services in missing persons cases

The Laconia Fire Department will:

- Coordinate with the Laconia Police Department to conduct search & rescue operations
- Provide manpower, equipment and technical assistance for large-scale search and rescue efforts in the appropriate setting
- Coordinate the provision of resources to local and state search and rescue operations
- Provide medical assistance in search missions
- Collect and maintain the following ESF status information and coordinate with Information and Planning, to ensure inclusion into the situation report.
 - 1. Number of victim rescues attempted and completed
 - 2. Status of rescue operations
 - 3. Unmet needs
 - 4. Allocated and requested Search and Rescue Resources
 - 5. Staffing and resource shortfalls
- Advised NH Fish & Game of any Search & Rescue event.

The EMD will:

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

The City Manager will:

- Coordinate public notification and announcements

The DPW Director will:

- Provide search and rescue support through equipment and personnel

IV. References

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

Laconia Fire Department Standard Operating Procedures
Laconia Police Department Standard Operating Procedures

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Police Mutual Aid Agreements
Lakes Region Fire Mutual Aid
NH Fish and Game
Federal Urban Search and Rescue Team
NH National Guard
NH Federation of Fire Mutual Aid Associations.

V. Attachments

A. Forms

See Appendix F at the end of this EOP

HAZARDOUS MATERIALS

Co-Primary Agency: Laconia Fire Department
EMD

Support Agencies: Laconia Police Department
DPW Director
School Superintendent
Building Inspector
Welfare Administrator
City Manager
Health Officer

I. Introduction

A. Purpose

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

B. Scope

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

The Laconia Fire Department 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. The Laconia Fire Department will utilize established HazMat organizations, processes, and procedures.

II. Concept of Operations

A. Organization

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

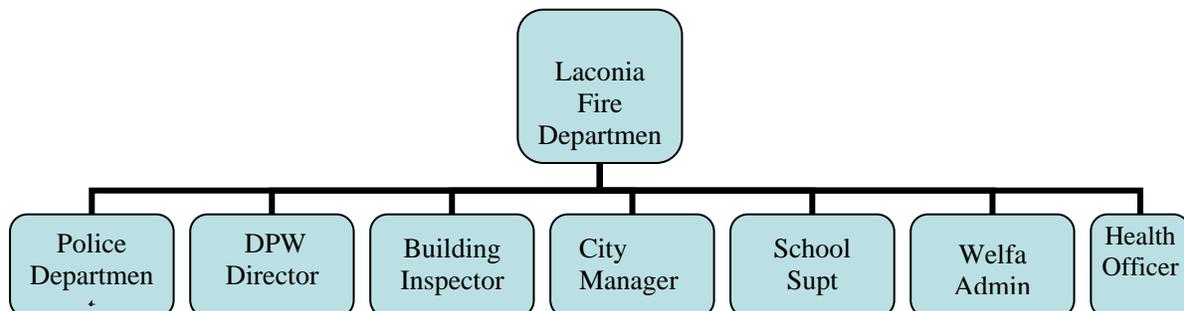


Figure 10-1

B. Notification and Activation

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

C. Emergency Response Actions

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

The Laconia Fire Department will establish a unified command with the Laconia police Department.

- A Laconia Fire Department designee will locate at the local EOC as soon as possible after notification.
- The designee will ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.
- Determine initial and ongoing activities through established intelligence gathering procedures.
- Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters as necessary.
- Maintain complete log of activities taken, resources ordered, records and reports.

D. Recovery Actions

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

E. Deactivation

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

III. Roles and Responsibilities

The Laconia Fire Department will:

- Establish and maintain a database of entities that sell, manufacture, store and/or transport extremely hazardous substances in City.
- Coordinate with Transportation and Public Works and Engineering, during HazMat scenarios involving transportation incidents.
- Ensure the use of Incident Command System (ICS) during all HazMat incidents in the City.
- Coordinate local activities during HazMat incidents.
- Ensure appropriate communication links are established with local or field elements, regional HazMat teams and other agencies, as required.
- Coordinate with Resource Support in the identification and acquisition of additional HazMat equipment and supplies to support local, regional and state response operations.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP).
 1. Status of local and regional HazMat response activities (i.e., containment, cleanup and disposal).
 2. Status of evacuation or Shelter-in-Place orders and personal protective actions.
 3. Staffing and resource capabilities and shortfalls.
 4. Unmet needs (staff, equipment, etc)
 5. Allocation of HazMat resources.
 6. Status of operation facilities (i.e. staging areas, fixed/mobile command posts)
 7. Plume modeling information
 8. Coordinate with Health & Medical for health and safety of response personnel.
- Coordinate with Transportation, for resources involving transportation, highway conditions, and weather conditions involving highways.

The EMD will:

- Provide direction and control at the Emergency Operations Center.

The Laconia Police Department will:

- Coordinate the provision of site security and access control during hazardous material operations.
- Provide traffic control.
- Assist and coordinate in evacuations.
- Assist in identification of critical facilities

Provide and assist in the evacuation of areas impacted or potentially impacted by a hazardous spill, leak or release, as necessary.

-

The DPW Director will:

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

The Health Officer will;

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

The School Superintendent will:

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

The City Manager will:

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

IV. References

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

City of Laconia Fire Department Standard Operating Procedures
City of Laconia Police Department Standard Operating Procedures

B. Interagency Agreements/Compacts/Mutual Aid Agreements

Hazardous Materials Response Team
Lakes Region Fire Mutual Aid
NH Department of Environmental Services
Central NH Hazardous Materials Response Team
Capital Area Fire Mutual Aid

C. Plans

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

V. Attachments

A. Forms

See Appendix F at the end of this EOP

FOOD AND WATER

Primary Agency: Emergency Management Director
Welfare Administrator

Support Agencies: City Manager
Laconia Police Department
Laconia Fire Department
DPW Director
School Superintendent
Finance Director
Health Officer
Water Department

I. Introduction

A. Purpose

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

B. Scope

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

II. Concept of Operations

A. General

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

B. Organization

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

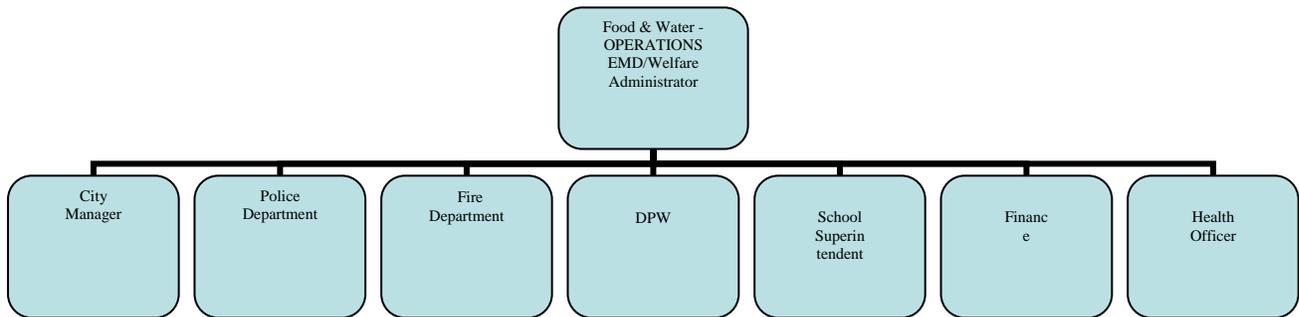


Figure 11-1

C. Notification and Activation

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

The EMD will implement existing operating procedures, mutual aid agreements, and notifications as outlined within existing protocols.

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

D. Emergency Response Actions

Activities of this ESF will commence once impacted areas exceed feeding capabilities and have requested assistance.

- The EMD will locate at the local EOC as soon as possible after notifications.
- The EMD will ensure that communications interoperability is established and maintained with local command and control, primary agencies, support agencies, regional HazMat teams, state and federal counterparts, and others as deemed necessary according to existing procedures.
- Determine initial and ongoing activities through established intelligence gathering procedures.
- Determine and resolve issues regarding resource shortages and bottlenecks, interagency conflicts, and policy matters as necessary.
- Maintain complete log of activities taken, resources ordered, records and reports.

E. Recovery Actions

Initiation of recovery operations will occur when feasibly possible and will follow normal field operation protocols.

F. Deactivation

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

III. Roles and Responsibilities

The EMD will:

- Maintain records of the cost of supplies, resources, and employee hours needed to respond to the disaster.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report
 1. Number of people and meals served
 2. Number of food stamps distributed to disaster victims
 3. Status of feeding operations
 4. Unmet needs (staff, equipment, etc)
 5. Staffing and resource capabilities and shortfalls.
 6. Dietary needs
 7. Source of food
 8. Coordinate with Health and Medical for the health and safety of response personnel.

The Welfare Administrator will:

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

- Coordinate food and potable water supplied to designated sites and coordinate such activities through Mass Care and Shelter with the ARC or other facility managers regarding special nutritional requirements, food safety, and the issuance of disaster food stamps.

The Laconia Police Department will:

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

The Laconia Fire Department will:

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

The Health Officer will;

- In coordination with the State, inspect food for safety to include preparation, transportation and storage.
- Assure all personnel involved in the preparation and distribution of food adhere to appropriate food safety regulations.
- Provide disease surveillance, as needed.
- Provide public notification of food recall and tampering.
- Witness the destruction of contaminated and embargoed foods.
- Assist with the food requirements of special needs populations.

The DPW Director will:

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

The School Principal will:

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

The City Manager will:

- Coordinate with the Finance Director on disbursement of funds in the implementation of Food & Water.

The Finance Director will:

- Coordinate with the City Manager on disbursement of funds in the implementation of Food & Water.

V. References

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

None

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

None

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

Primary Agency: Emergency Management Director

Support Agencies: Laconia Fire Department
Laconia Police Department
DPW Director
City Manager

I. Introduction

A. Purpose

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

B. Scope

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

II. Concept of Operations

A. General

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

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

B. Organization

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

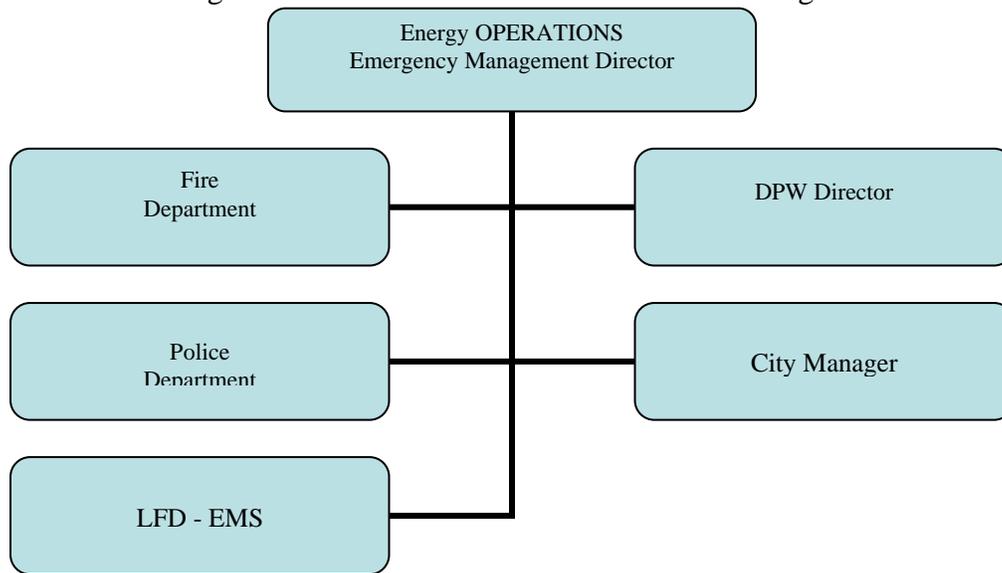


Figure 12 -1

C. Notification and Activation

Upon determination by the EMD of an impending or actual incident requiring evacuation capabilities or posing a significant threat to the Name of City of Laconia, the EMD will request agency representatives to activate Energy from the EOC.

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

B. Emergency Response Actions

The following should be considered for emergency response:

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

C. Recovery Actions

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

D. Deactivation

Deactivation of this ESF will occur when all major energy related issues are resolved. Minor energy related issues may be relinquished to other operational ESFs to complete deactivation.

III. Roles and Responsibilities

The Emergency Management Director will:

- Provide direction and control of the EOC in the implementation of Energy.
- Determine the possible energy needs for emergency responders.
- Prioritize resource request and allocations, as needed.
- Identify critical facilities requiring uninterrupted power or priority restoration during emergencies/disasters.

The DPW Director will:

- Provide a coordinated response in the restoration of energy services in an emergency/disaster area in order to save lives and protect health, safety and property, and to carry out other emergency response functions.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP).
 1. Status of energy systems
 2. Status of Critical Facilities
 3. Areas without energy
 4. Unmet needs (staff, equipment, etc)
 5. Staffing and resource capabilities and shortfalls.
 6. Coordinate with ESF-8, the health and safety of response personnel.

The Laconia Fire Department will:

- Provide for the safety of energy personnel, equipment and critical facilities as necessary.
- Provide assistance in mitigating and preventing fire and life safety hazards associated with energy fuel restorations.

The Laconia Police Department will:

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

The City Manager will:

- Provide public information announcements.

IV. References

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

None

B. Interagency Agreements/Compacts/Mutual Aid Agreements

None

V. Attachments

A. Forms

See Appendix F at the end of this EOP

LAW ENFORCEMENT AND SECURITY

Primary Agency: Laconia Police Department

Support Agencies: EMD
DPW Director
Laconia Fire Department

I. Introduction

A. Purpose

To provide for a coordinated emergency response for law enforcement and security.

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

The Laconia Police Department has 42 members, consisting of 39 full-time and 3 part-time. The Police Chief serves full time and is the operational and administrative head of the department. It is as well equipped as any City of Laconia of comparable size.

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

However, in a major emergency, the Laconia Police Department would need additional personnel and equipment to perform its assigned tasks. If mutual aid assistance is unavailable or severely limited due to the nature and size of the emergency, then expedient alternatives need to be developed such as using the Community Emergency Response Team (CERT)..

III. Concept of Operations

A. General

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

B. Organization

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

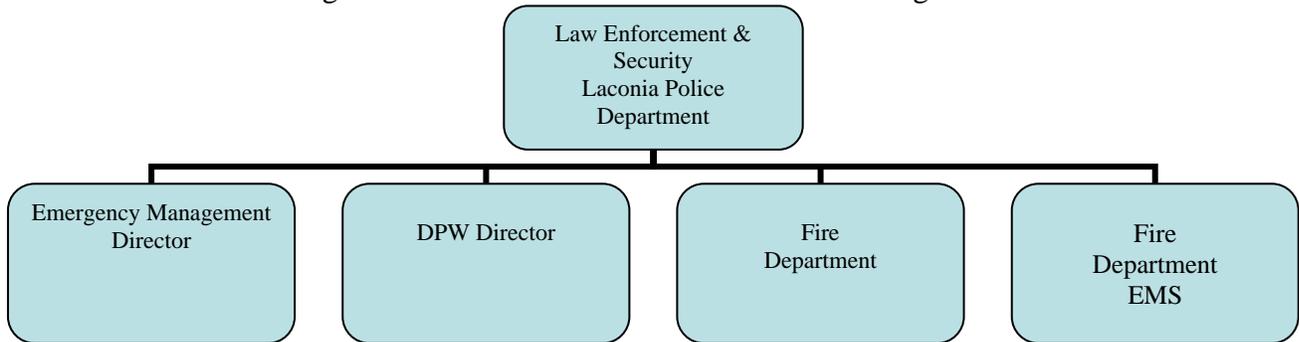


Figure 13-1

C. Notification and Activation

Under normal conditions, the Laconia Police Department will function under regular department standard operating procedures/guidelines.

Upon notification of an impending emergency, the Police Chief or his designee may authorize the following functions:

- Begin call-up of off-duty police personnel
- Recruit additional personnel if needed
- Notify the City Manager and the Emergency Management Director of the state of readiness and request outside assistance, if necessary
- Report to the EOC when directed by the Emergency Management Director
- Disburse personnel and equipment to strategic locations or in concert with EOC decisions.
- Provide emergency public warning procedures as outlined in Communications & Alerting.
- Coordinate the establishing and manning of traffic control points with the Belknap County Sheriff's Department, State Police and Special Operations Unit, and Mutual Aid Departments.
- Provide 24-hour patrols for all evacuated area as determined by safety standards, as personnel are available
- Maintain this ESF in an up-to-date condition.

D. Emergency Response Actions

Immediate actions upon activation include but are not limited to:

- Establishing necessary communications with field operations.
- Establish a Unified Command with the Fire Department and Department of Public Works, if needed.
- Assessing of overall law enforcement needs and response capabilities.
- Managing and coordinating the **City of Laconia's** law enforcement requirements in support of the incident/emergency.
- Providing additional support capabilities, as required.

E. Recovery Actions

Recovery efforts will require the coordination of security in the affected area(s), traffic and control point(s) implementation, aircraft transportation, and mobilization and demobilization of resources, manpower, and equipment.

F. Deactivation

Partial deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the EMD and as recommended by Law Enforcement & Security.

Deactivation of this ESF would occur when the following conditions are met:

- a. Law enforcement and security needs return to being fully met by the affected primary jurisdictions.
- b. Activated resources (i.e., compacts, National Guard personnel, etc.) have been released to normal duty by the primary jurisdiction with concurrence of Law Enforcement & Security.

IV. Roles and Responsibilities

The Laconia Police Department will:

- Provide necessary law enforcement services
- Provide emergency crowd and traffic control
- Provide security in damaged and/or evacuated areas

- Provide public warning and alerting procedures
- Assign personnel and equipment to the appropriate area to augment law enforcement capabilities
- Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles
- Perform such other emergency functions for the safety of people and the protection of property as deemed necessary by the City Manager and EMD, through the Police Chief

The Emergency Management Director will:

- Provide operational support and resources, where appropriate, in support of the management of INFORMATION & PLANNING, Law Enforcement.

The DPW Director will:

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

The Laconia Fire Department will:

- Support in the implementation of Law Enforcement & Security.

V. References

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

The Laconia Police Department has Standard Operating Procedures and a All Hazards Plan on file at the Laconia Police Department

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

The City of Laconia Police Department maintains Mutual Aid Agreements with contiguous communities and agencies and it is on file at Police Headquarters.

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

Primary Agency: Emergency Management Director

Support Agencies:

City Manager
Laconia Police Department
Laconia Fire Department
DPW Director
School Superintendent

I. Introduction

A. Purpose

The purpose of this Emergency Support Function (ESF) is to establish uniform policies for the effective development, coordination, and dissemination of information to the public in the event of a disaster. The ESF also describes the means, organization, and process by which a jurisdiction provides timely, accurate, and useful information and instructions to area residents throughout an emergency.

B. Scope

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

II. Situation and Planning Assumptions

A. Situation

Emergency/Disaster Conditions and Hazards:

- An emergency or disaster may cause extensive damage to life and property. Communications and transportation access will likely be disrupted or destroyed. Preservation of life and property may hinge on instructions and directions given by authorized officials.
- Accurate and expedited dissemination of information is critical, particularly when a terrorist incident has occurred. In the event of a terrorist attack, the public and the media must be provided with accurate and timely information on emergency operations. Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public. Initial interaction with the media is likely to be implemented by an information officer, as directed by the Incident Commander (IC) in the field.

- A terrorist attack would quickly result in Federal agencies, particularly the Federal Bureau of Investigation (FBI), assuming command of the incident. To facilitate the release of information, the FBI may elect to establish a Joint Information Center (JIC) composed of representatives from Federal, State, and local authorities for the purpose of managing the dissemination of information to the public, media, and businesses potentially affected by the incident. An act of terrorism may cause widespread panic, and ongoing communication of accurate and up-to-date information will help calm fears and limit collateral effects of the attack.

Means of Dissemination:

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

- Emergency Alert System (EAS)
- Television
- Radio
- Cable TV not participating in EAS
- Newspaper
- Specially printed materials
- TDD/TTY
- Rumor Control / Citizen Information Center
- Hot Lines
- In addition to these resources, back-up means can also be utilized including a vehicle-mounted public address system, and door-to-door notifications.
- Internet/City Website

Audience

The target audience for emergency public information messages consists of people directly affected by the emergency. First priority should be given to providing information needed immediately for the protection of life and property, such as evacuation routes and sources of emergency assistance. But more general information regarding what is going on and what is being done to remedy the situation also needs to be provided to the public via the news media. Major disasters and terrorist events are automatically major news stories and arrangements must be made to accommodate extensive media coverage.

B. Planning Assumptions

The citizens of the **City of Laconia** will require and respond to timely and factual information and instructions during all phases of an emergency situation – pre-crisis, crisis and post crisis released by official sources. Detailed and factual information and instructions that are well-presented can reduce the incidence of panic among the threatened population.

Because of the complexities in the different types of disaster, most emergency information and instructions to the public must be prepared and released at the time of occurrence. To avoid confusing and misleading statements, there should be a single media contact person. Also a method of handling rumors should be established to avoid misinformation being spread.

III. Concept of Operations

A. General

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

B. Information and Support Structure

Local Information Support Structure:

Authorized local officials can activate the local EAS for those emergencies that are local in scope. However, the Governor and the NH Bureau of Emergency Management will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS).

State Information Support Structure:

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

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

State agencies with specific ESFs or other response roles, for example, in a chemical or radiological emergency, will provide staff support for the State's emergency public information efforts.

Federal Information Support Structure:

The State will coordinate with Federal agencies to provide federal-level information to the public following a natural or technological emergency or disaster, as deemed necessary.

The Federal government will assist with locating and managing the operations of a JIC, if requested.

C. Organization

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

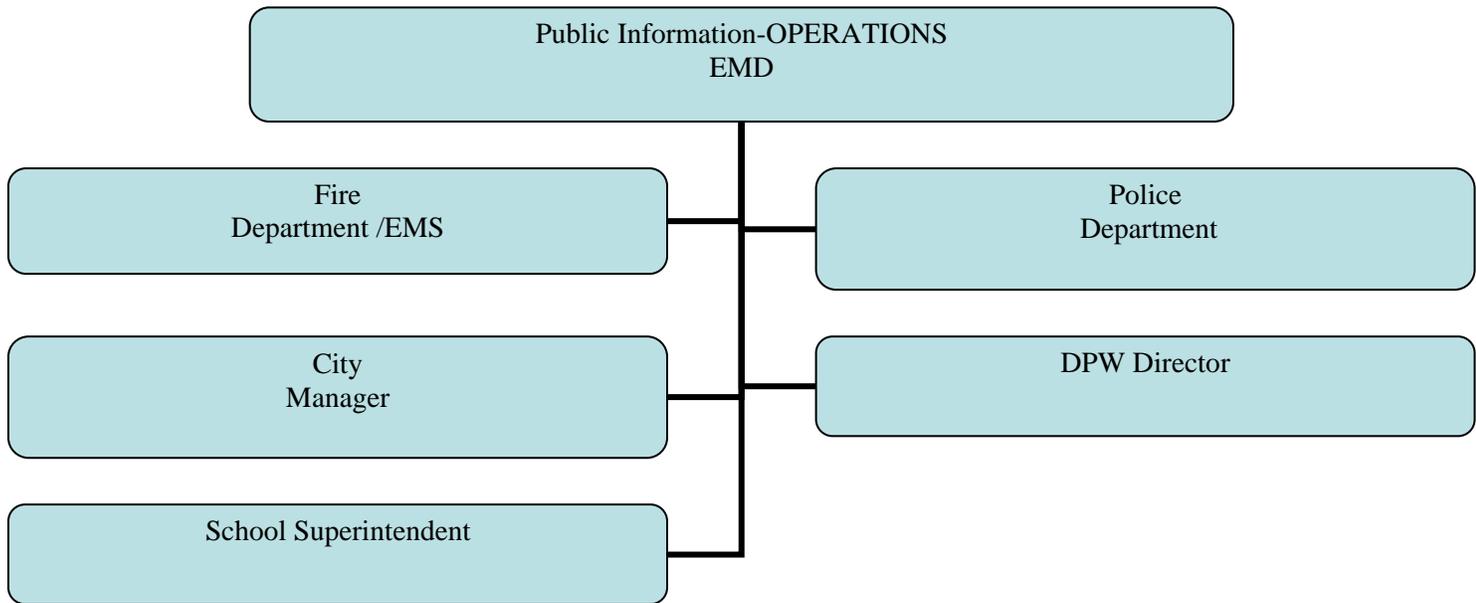


Figure 14-1

D. Notification and Activation

- In response to an event that would require the activation of the local EOC, the EMD would initiate notification. During off-duty hours, to include weekends and holidays, the notification would normally be initiated by the **City of Laconia** Police Department.
- ESF-14 may be activated at the request of an appropriate agency when an emergency condition exists and requires the support of Public Information.
- Upon activation the Public Information representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

IV. Roles and Responsibilities

The EMD will:

- Gather and analyze all public information and instructions and provide to City Manager
- Provide information to the City Manager for new releases

- Arrange regular media briefings
- Establish an emergency media center, if necessary
- Establish a rumor control system

The City Manager will:

- Act as the primary contact person for the media unless he/she designates someone else to disseminate emergency information and instructions to the public
- Authorize the activation of the local area EAS and other warning systems
- Prepare news releases

The Laconia Fire Department will:

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

The Laconia Police Department will:

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

The DPW Director will:

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

The School Superintendent will:

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

V. References

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

None

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

None

VI. Attachments

A. Forms

See Appendix F at the end of this EOP

VOLUNTEERS AND DONATIONS

Primary Agency: Emergency Management Director

Support Agencies: City Manager
Laconia Police Department
Laconia Fire Department
School Superintendent
Welfare Administrator
City Planner

I. Introduction

A. Purpose

To provide facilitated delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

B. Scope

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

II. Concept of Operations

A. General

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

B. Organization

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

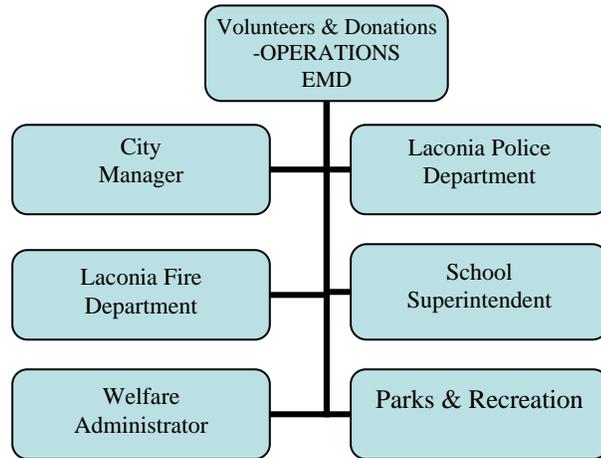


Figure 15-1

C. Notification and Activation

- Upon determination by the EMD of an impending or actual incident requiring the use of volunteers or donations, the EMD will request agency representatives to implement Volunteers & Donations from the EOC.
- Volunteers & Donations may be activated at the request of an appropriate representative when an emergency condition exists and requires the support of Volunteers & Donations
- Upon activation the Volunteers & Donations representative will implement existing operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

D. Emergency Response Actions

- The primary agency representative will establish operations at the EOC as soon as possible after the notification and activation of Volunteers & Donations.
- The EOC briefs the Volunteers & Donations representative upon arrival, updates support agency staff, and monitors activities.
- Determine volunteers and donation needs and available resources.
- Maintain complete logs of actions taken, reports, and volunteer and donation resource needs and capabilities.

E. Recovery Actions

- Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate volunteer and donation needs. Those requirements would include but are not limited to personnel and donated items.
- Coordination with Resource Support may also be necessary to establish warehousing and other requirements.
- Coordination with Law Enforcement and Security may also be needed to provide for security and safety requirements.
- In coordination with other ESFs, to help meet unmet needs resulting from the disaster.

F. Deactivation

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

III. Roles and Responsibilities

The EMD will:

- Notify all Volunteers & Donations supporting agencies upon activation.
- Coordinate with Public Information for the dissemination of information regarding disaster needs to the public.
- Coordinate with Transportation for the following:
 1. Provision of additional transportation resources in support of Volunteers & Donations operations.
 2. Identification or creation of alternate access routes to affected areas, as needed.
- Ensure that an Incident Action Plan is developed for each operational period and that it is coordinated with the EOC Operations Officer and Information and Planning.
- Collect and maintain the following ESF status information and coordinate with Information and Planning to ensure inclusion into the Situation Report (SITREP):
 1. Number of Volunteers, Registered, Referred, and/or Deployed.
 2. Type, Value, and Amount of Goods and Services Donated.
 3. Staffing and resource shortfalls.
 4. Major ESF-15 issues/activities.

5. Unmet needs of disaster victims.

The Welfare Administrator will:

- Coordinate with the ARC on the provision and operation of a Donated Goods and Volunteer Services Call Center.
- Identify prospective staging areas and warehouses available for lease before an event occurs.
- Establish and maintain a system for credentialing of volunteers.
- Verify the credentials of medical, public health, and mental health professionals who have volunteered.
- Coordinate with Food and Water, to ensure the safety and sanitation of donated food items. This involves, if necessary, the recall and embargo of tainted or unsanitary food items.

The City Manager will:

- Coordinate with City Attorney on matters of legality and fraud in acceptance of donated goods and services.
- Provide liaison between local, state and federal government.
- Assist in the implementation of Volunteers & Donations as needed.

The Laconia Police Department will:

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

The Laconia Fire Department will:

- Assist in the collection of volunteers and donations.

The School Superintendent will:

- Assist in the collection of volunteers and donations.

The Parks and Recreation will:

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

V. References

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

None

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

ARC – American Red Cross
Salvation Army
Community Emergency Response teams

VI. Attachments

A. *Forms*

See Appendix F at the end of this EOP

Primary Agency: Laconia Police Department

Support Agencies: City Manager
DPW Director
EMD
Health Officer

I. Introduction

A. Purpose

To provide a coordinated response in the management and containment of any communicable disease resulting in an animal health emergency affecting the health, welfare, and safety of New Hampshire's wildlife, livestock, residents, and visitors, as well as responding to pet, farm, and wild animal care needs before, during, and after a significant natural disaster or man-made event.

B. Scope

Emergency Support Function Animal Health provides the framework for managing and coordinating the activities and resources required to affect the rapid containment of any reportable and/or communicable disease that poses a significant threat to the health and welfare of animals and people. This will include pets (domestic and exotics), wildlife, and livestock. This ESF will also provide for the overall management, coordination, and prioritization of Statewide resources that support pet, farm, and wild animal needs in the event of an emergency or disaster.

II. Concept of Operations

A. General

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

B. Organization

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

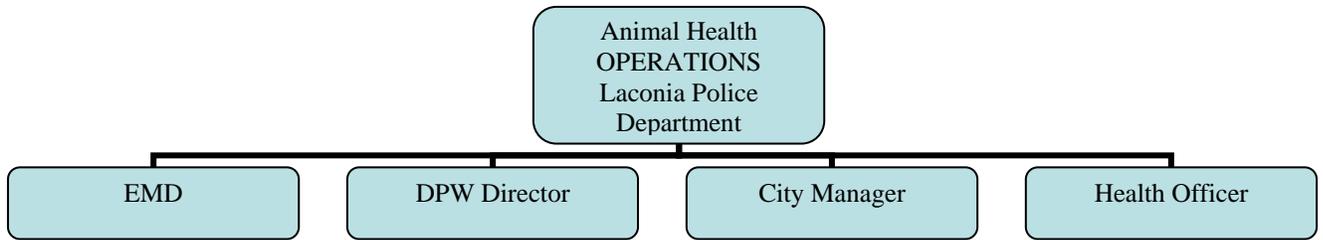


Figure 16-1

C. Notification and Activation

- Upon notification the Laconia Police Department will notify the EMD of an impending or actual animal/human health emergency posing a significant threat to agricultural health and safety. The EMD will request agency representatives to activate Animal Health operations.
- Animal Health may be activated at the request of an appropriate agency through EMD when an emergency condition exists and requires the support of Animal Health.
- Upon activation, the Animal Health representative will implement operating procedures and support agency notifications as outlined in existing protocols.
- Deployment of personnel and resources will take place within the framework of the EOC direction and control decision-making process.

D. Emergency Response Actions

- The Laconia Police Department will establish operations at the EOC as soon as possible after the notification and activation of Animal Health.
- The EOC will brief the Animal Health representative upon arrival, update support agency staff, and monitor activities.
- Determine response needs and available resources.
- If the emergency involves a foreign animal disease outbreak, the ESF representative will coordinate with the Commissioner of Agriculture and BEM to request a Secretary’s Emergency or Extraordinary Emergency Declaration, as appropriate.
- Maintain complete logs of actions taken, reports, and resource capabilities and shortfalls.

E. Recovery Actions

Once recovery efforts have been initiated, this ESF will assist, coordinate, and facilitate the operational needs required for site remediation and restoration, as needed. Those requirements will include personnel and resources necessary for sentinel surveillance and monitoring for an extended period time, when necessary.

F. Deactivation

Partial deactivation of ESF-16 would occur based upon the extent of the current response and recovery actions and at the discretion of the EM Coordinator. Full deactivation would occur at the termination of the operational elements of Animal Health.

III. Roles and Responsibilities

The Laconia Police Department will:

- Coordinate with Communications and Alerting to establish and maintain communications with field operations, as necessary.
- Provide traffic control operations and enforce quarantine areas, as requested and available.
- Coordinate with Health and Medical Services regarding issues such as, public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.
- Coordinate with Health and Medical Services and Public Information for the release of public information regarding animal health issues.
- Coordinate with Public Works and Engineering to assist in the disposal of animal carcasses and site remediation.

The Health Officer will:

- Coordinate agriculture and animal health resources, as needed, to support local emergency operations.
- Assist the State Veterinarian with Quarantine or restrict animal movement, when necessary, for disease control and observation.
- Assist with the disposal of pet animal carcasses.

The EMD will:

- Establish operations at the EOC as necessary, to assist in the implementation of Animal Health

- Coordinate resources, and provide support and agency representatives to State and Federal agencies, as required, in response to incidents/attacks involving agroterrorism.

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

The DPW Director will:

- Assist with the disposal of large animal carcasses to disposal sites and/or assist in actual disposal operations.

- Provide equipment and personnel for the implementation of Animal Health.

The City Manager will:

- Coordinate press releases and public information.

- Coordinate finances required to implement Animal Health.

IV. References

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

None

A. Interagency Agreements/Compacts/Mutual Aid Agreements

None

V. Attachments

A. *Forms*

See Appendix F at the end of this EOP

City of Laconia, NH

Terrorism Annex

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Co-Primary Agencies: Laconia Police Department
Laconia Fire Department

Support Agencies: Mayor/City Council
City Manager
DPW Director
Emergency Management Director
Health Officer

I. Introduction

Purpose

1. This Terrorism Annex is to ensure that the Laconia Emergency Operations Plan (EOP) is adequate to respond to threats of and acts of terrorism within the City. This document:
 - a.*** Defines response and recovery actions.
 - b.*** Generally describes operational procedures.
 - c.*** Defines Emergency Support Functions.
2. The City of Laconia, will use established response and recovery policies, plans, and procedures/guides for both initial and continuing response and recovery actions at the local, State, and Federal levels.

Scope

1. This document applies to all threats or acts of terrorism that require response and recovery actions under the (EOP). It provides coordination between response and recovery agencies and will provide the necessary resources under the EOP. In order to properly address and manage all phases of a terrorist incident, the response and recovery efforts are its two components.

Structure

1. The Terrorism Annex to EOP is a compendium on the management of terrorist incidents. It focuses on the management of the event as well as linkage to the response and recovery actions to terrorist incident(s).
 - a. **Response actions** includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.
 1. The laws of the United States assign primary authority to the Federal Government to prevent and respond to acts of

terrorism; State and local governments provide assistance, as required.

2. Response actions are predominantly law enforcement oriented and address both initial and continuing actions associated with the terrorist event.

b. **Recovery actions** include measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the terrorism event.

1. The laws of the United States assign primary authority to the States to respond both initially and on a continuing basis to the recovery requirements of terrorism; the Federal Government provides assistance as required.
2. Recovery actions can and often do, operate concurrently with Response Actions. *Figure 1* illustrates the relationships between the two components and is based on a unified command or management organizational structure.

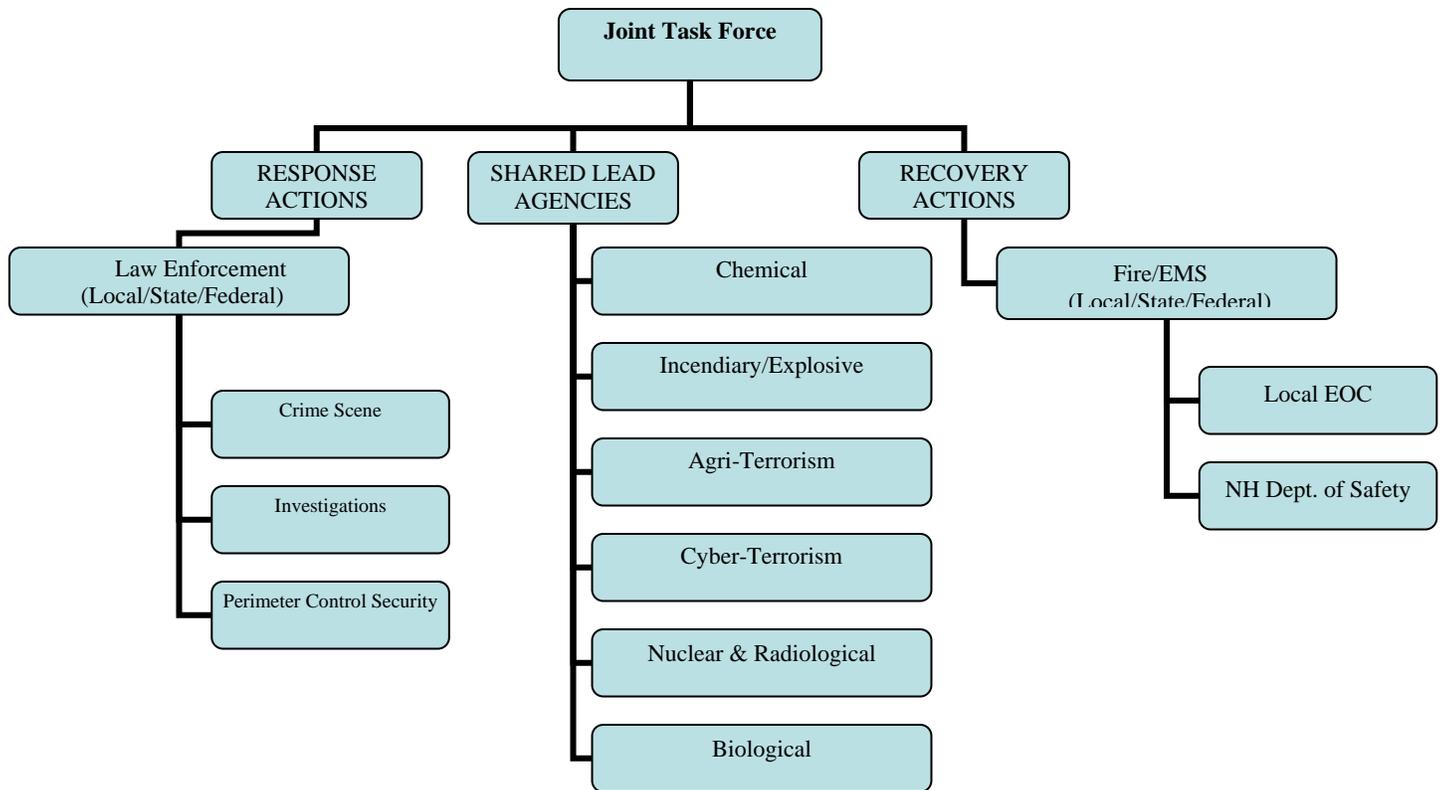


Figure 1 - The relationships between response and recovery action management

II. Terrorism Hazards

A. Hazard Analysis and Assessment

1. An act of terrorism, particularly an act directed against a large population area within the City of Laconia, involving CBRNE/WMD, Cyber- and/or Agro-terrorism, may produce major impacts that will overwhelm the capabilities of the City and State agencies almost immediately. Major impacts involving CBRNE/WMD, Cyber- and/or Agro-terrorism may overwhelm existing Federal capabilities as well.
2. The target and intended consequences (loss of life, injury, property destruction/damage, disruption of services) will heavily influence the means (e.g. gun, fire, explosive, chemical or biological agents, etc.) chosen to carry out a terrorist act. To cause serious impact that overwhelms a local jurisdiction's capability and requires State and Federal assistance, it is likely that the terrorist(s) will use a weapon of mass destruction (WMD).
3. A summary of Laconia's Hazard Analysis and Assessment can be found in the Administrative Element of the Basic Plan (Appendix D).

B. Situation

1. ***Terrorism*** involves the use or threatened use of criminal violence against people, institutions, livestock, food sources or facilities to achieve a political or social objective through fear and intimidation, rather than direct confrontation. Unlike a disaster caused by nature or an accident involving hazardous materials, it requires the deliberate and premeditated action of a person or group to occur.
2. ***Weapons of mass destruction (WMD)*** – Weapons of mass destruction are defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals; disease organisms; radiation or radioactivity; or explosion or fire. At least two important considerations distinguish these hazards from other types of terrorist tools. First, in the case of chemical, biological, and radioactive agents, their presence may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical technicians. Second, although there is a sizable body of research on battlefield exposures to WMD agents, there is limited scientific understanding of how these agents affect civilian populations. They are described in law as:
 - a. ***Incendiary/Explosives*** – The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised

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

- b. **Combined Hazards** – WMD agents can be combined to achieve a synergistic effect – greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.
- c. **Biological** – Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data). When pEmergency Operations Plan (EOP)le are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the

exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health Laconia. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in *Table 1*.

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

Table 1. General Indicators of Possible Biological Agent Use

- d. **Chemical** – Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in *Table 2*. Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

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

Table 2. General Indicators of Possible Chemical Agent Use

- e. **Nuclear and radiological** – The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. *Table 3* lists some indicators of a radiological release.

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

Table 3: General Indicators of Possible Nuclear Weapon/Radiological Agent Use

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

- 1) Use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.
- 2) Use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. By placing radiological material in close proximity, any improvised device could be used.

3) Use of a **simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

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

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

Table 4: General Indicators of Possible Cyber-terrorism Attack

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

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

Table 5: General Indicators of Possible Cyber-terrorism Attack

- 3. **Other Terrorism Hazards** – Although it is not realistically possible to plan for and prevent every conceivable type of terrorist attack, it is anticipated that future terrorism attempts could range from simple, isolated attacks to complex, sophisticated, highly coordinated acts of destruction using multiple agents aimed at one or multiple targets. Therefore, the plans developed for terrorist incidents must be broad in scope yet flexible enough to deal with the unexpected. These considerations are particularly important in planning to handle the consequences of attacks using low-tech devices and delivery, assaults on public infrastructure, and cyber terrorism. In these cases, the training and experience of the responders may be more important than detailed procedures.
 - a. **Low-Tech Devices and Delivery** – Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried. Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need to consider the level of security presently employed on ships, trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.

- b. **Infrastructure Attacks** – Potential attacks on elements of the nation’s infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.
 - 1) Infrastructure protection often is more focused on security, deterrence, and law enforcement than on emergency preparedness and response. The State of New Hampshire’s departments and agencies must develop contingency plans in the event critical infrastructures are brought down as the result of a terrorist incident.
 - 2) Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office (CIAO) and outlined steps to be taken to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.

III. Situation and Planning Assumptions

A. Situation

- 1. Until such time as an incident is determined to be an act of terrorism, response operations will be implemented under the Laconia Emergency Operations Plan (EOP) and its Emergency Support Functions (ESF) components.
- 2. When directed, the Police and Fire Department will coordinate with the support agencies to identify potential requirements and, if necessary, with the Emergency Management Director to implement increased readiness operations.

B. Planning Assumptions

- 1. No single agency at the local, State, Federal or private level possesses the authority and the expertise to act unilaterally on many difficult issues that may arise in response to threats or acts of terrorism, particularly if CBRNE/WMD, Cyber- and/or Agro-terrorism are involved.
- 2. Local, State, and Federal responders may define working perimeters that may overlap to some degree. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding

organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which may impede the overall response if adequate coordination is not established.

3. If protective capabilities are not available, responders cannot be required to put their own lives at risk in order to enter a perimeter contaminated with CBRNE material. It is possible that the perimeter will be closed until the CBRNE agent is identified or the effects of the CBRNE material have degraded to levels that are safe for responders.
4. Although this annex takes into consideration the most probable scenarios relating to the primary categories of terrorism incidents, no assumptions should be made to the annex being all inclusive of every conceivable situation that a terrorism incident could create. Emergency responders will assess the situation and determine the best course of action based upon their training and prescribed policies, plans, and procedures.

IV. Concept of Operations

A. General

1. Response and Recovery actions to terrorist events will be conducted in accordance with established policies, plans, procedures, and guides.
 - a. The Laconia Police and Fire Departments will maintain the City's lead responsibility for response management to threats or acts of terrorism.
 - b. The Police and Fire Departments have shared responsibility for all recovery actions.
2. The Laconia Emergency Operation Plan - ***Terrorism Annex*** provides a graduated flexible response and recovery actions to the full range of incidents.
3. An act of terrorism exceeding the local capability to resolve automatically goes to the state level for assistance.

B. Organization

1. ***Functional Organization*** – ***Figure 2, EOC Organization Chart***, details the overall response structure of the EOC involving the threat of or actual occurrence of a terrorist incident in the City of Laconia,. Direction and

control remains the responsibility of the Police and Fire Departments with implementation and coordination conducted by the EMD.

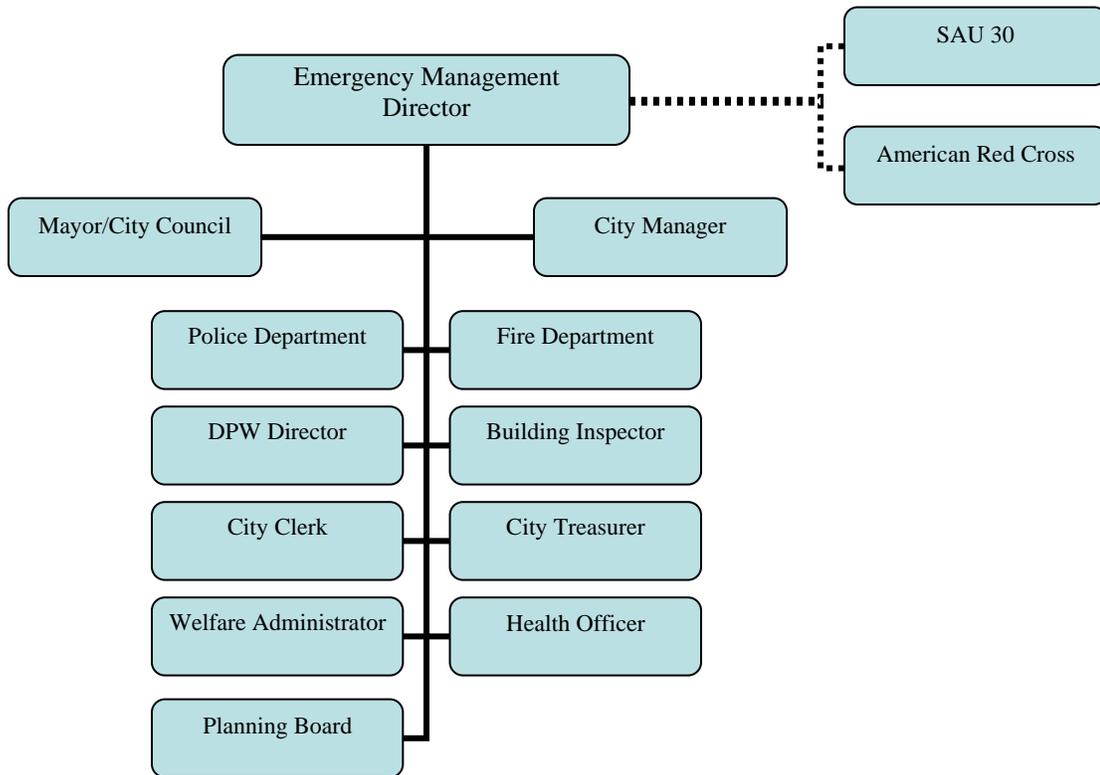


Figure 2 – EOC Organization Chart

2. *Interagency Coordination*

Under the Basic Plan of the EOP, the EMD is responsible to ensure that emergency response tasks/activities are coordinated among all the ESFs/response agencies and across all levels of government, as appropriate.

3. *Specialized Teams/Units*

Special Operations Unit: A regional Police unit whose skills and resources could be used to mitigate and respond to the affects of a terrorist incident in the region.

- a. **National Guard Specialty Units:** In the event federal resources were available, the National Guard has specialty units available for terrorist events.
- b. **Central NH Hazardous Materials Team:** A regional hazardous material team whose skills and resources could be used to mitigate the affects of a terrorist incident in the region.

4. ***Operational Facilities/Sites***

- a. **FBI – Joint Operations Center (JOC)** – A centralized operations center established by the FBI Field Office/Resident Agent during terrorism-related incidents to provide a single point of direction, control, and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.
 - 1) The location of the JOC will be based upon the location of the incident and current threat specific information.
- b. **Joint Information Center (JIC)** - A combined public information center that serves two or more levels of government or Federal, State, and local agencies. During a terrorist incident, the FBI will establish and maintain this facility.
- c. **Laconia EOC; located at the Police Station**

C. *Warning*

- 1. Every incident is different. There may or may not be warning of a potential WMD incident. Factors involved range from intelligence gathered from various law enforcement or intelligence agency sources to an actual notification from the terrorist organization or individual.
- 2. The warning or notification of a potential WMD terrorist incident could come from many sources; therefore, open but secure communication among local, State, and Federal law enforcement agencies and emergency response officials is essential.
- 3. The Laconia Police and Fire Departments and the EMD will be notified of any suspected terrorist threats or incidents in the City of Laconia,.
- 4. The FBI will notify State and local law enforcement officials regarding potential terrorism threats

D. Notification and Activation

1. Upon receiving information from the FBI of a potential terrorist threat, the NH State Police/Office of the Attorney General, based on the advice of the FBI, will notify the Homeland Security Advisor and the appropriate State and local agencies as the situation warrants.
1. The EMD will partially/fully activate the local EOC, based upon specific threat information received. The decision to partially/fully activate the EOC will be based on the advice of the Homeland Security Advisor for New Hampshire.
2. The State EOC will be fully activated upon the receipt of information that the US Department of Homeland Security (US DHS) has raised the threat level to **RED**. The local EOC will be activated if there is specific information targeting locations in Laconia, NH.
2. In the event the threat level is raised to Orange, the State EOC would be activated upon receipt of threat-specific information (e.g., governmental facilities are being targeted).
3. Based upon the information received, the local EMD will determine the operational level of the local EOC and notify the Primary and/or Co-primary Agencies for each of ESFs, as appropriate.
 - a. The Primary and/or Co-primary Agencies are then responsible for notifying the respective Support Agencies, as required and outlined in the Alert and Notification SOG for the ESF.

E. Communications

1. ESF-2, Communications and Alerting is tasked with the responsibility to establish and maintain a secure communications capability for the City, which includes voice, data, video, and fax.
2. Under the Laconia EOP, ESF-2, Communications and Alerting will coordinate measures to ensure communications interoperability among the response agencies.

F. Plan Implementation

1. Response Actions

- a. Local Lead Agency assignment for Response Actions is the Laconia Police and Fire Departments for general threats or acts of terrorism within the City of Laconia,.
- b. State Lead Agency assignment for Response Actions is the Department of Justice (DOJ)/Office of the Attorney General (AG) /NH State Police for general threats or acts of terrorism within the State of New Hampshire.
- c. Response actions specific to certain types of terrorist acts can require a shared lead responsibility with additional agencies, which have the skills and resources that can assist in defining, responding to, and managing the event. Such shared responsibilities would be:
 1. Biological, Nuclear, Radiological, and food and product tampering terrorist acts the shared lead is with Department of Health and Human Services (DHHS).
 2. Chemical, Incendiary and Explosive terrorist acts shared lead is the Department of Safety – Fire Marshal’s Office.
 3. Agro-terrorist acts shared lead is the Department of Agriculture, Markets and Food.
 4. Cyber-Terrorism shared lead is the Department of Administrative Services, Division of Information Management.
- d. Federal Actions:
 1. Upon determining that a terrorist incident is credible, the FBI Special Agent in Charge (SAC), through the FBI Headquarters, will initiate liaison with other Federal agencies to activate their operations centers. The responsible FEMA region(s) may activate a Regional Operations Center (ROC) and deploy a representative(s) to the affected State(s). When the responsible FEMA region(s) activates a ROC, the region(s) will notify the responsible FBI Field Office(s) to request a liaison. If the FBI activates the Strategic Information and Operations Center (SIOC) at FBI Headquarters, then other Federal agencies, including FEMA, will deploy a representative(s) to the SIOC, as required. Once the FBI has determined the need to activate a Joint Operations Center (JOC) to support the incident site, Federal, State, and local agencies may be requested by FEMA

to support the Consequence Management Group located at the JOC.

2. *Recovery Actions*

- a. The Laconia Police and Fire Department, with the support of all agencies in the EOP, shall ensure that the Emergency Operations Plan (EOP) is adequate to recover from the consequences of terrorism.
- b. The Laconia Police and Fire Departments, with the support of all agencies in the Laconia Emergency Operations Plan (EOP), shall act in support of the response team, until such time as the Department of Justice/Attorney General/NH State Police shall transfer the Lead Agency role to BEM.

G. *Incident Phases*

1. *Pre-Incident*

- a. A credible or significant threat may be presented in verbal, written, intelligence-based or other form.
- b. In response to a credible or significant threat involving CBRNE/WMD/Cyber- or Agro-terrorism, the Laconia Police and Fire Departments and the Emergency Management Director initiates a threat assessment process that involves close coordination with local, State and Federal agencies with technical expertise, in order to determine the viability of the threat from a technical, as well as tactical and behavioral standpoint.
- c. The Laconia Police Department maintains contact listing of law enforcement, State and Federal agencies and provides the initial notification to other State law enforcement authorities, State agencies as well as the FBI of a threat or occurrence of terrorism.

2. *Trans-Incident (Situations involving a transition from a threat to an act of terrorism)*

- a. The Laconia Police Department will contact local, State and Federal agencies and provide the initial notification to other law enforcement authorities, state agencies as well as the FBI of the confirmed presence of an explosive device, WMD, Cyber- or Agro-terrorism threat, capable of causing a significant destructive event, prior to actual injury or property loss (e.g., a significant threat).
- b. If an act of terrorism becomes imminent, and causes the Governor to direct BEM to implement a State Emergency Operations Plan(EOP), then BEM will initiate procedures to activate additional ESFs and a

Disaster Field Office (DFO) if necessary). Coordination will be conducted from the designated State facility.

- c. As the situation warrants, the EMD will coordinate with the City Manager or his/her designee regarding the need to activate the City's Continuity of Operations (COOP) and/or Continuity of Government (COG) plans, as appropriate.

3. *Post-Incident*

- a. An incident is defined as follows:
 - 1. The detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in limited injury or death (e.g., limited consequences / State and local response and recovery).
 - 2. Or the detonation of an explosive device, utilization of a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event, with or without warning, that results in substantial injury or death (e.g., major consequences / Federal response).
- b. Once an incident has occurred, the Laconia Police and Fire Department will provide a Liaison to the local EOC and/or the FBI JOC, as needed.
- c. The NH State Police will contact local, State, and Federal agencies of the detonation of an explosive device, using a CBRNE WMD, introduction of an Agro-terrorism agent or other destructive event.
- d. It is feasible to have recovery operations begin while response operations are continuing. The EMD will coordinate with the appropriate local, State, and Federal agencies in determining when recovery operations will commence. Recovery operations include, but are not limited to, the following activities/functions:
 - 1. Site Decontamination
 - 2. Site Demolition or Restoration
 - 3. Memorial Services
 - 4. Victim Compensation and Disaster Assistance
 - 5. Temporary Housing Assistance
 - 6. Long-term Medical Monitoring and Surveillance
- e. The Laconia Police and Fire Department will coordinate with the NH State Police and FBI to determine the appropriate point at which, the scene will transition from the response and search and rescue phase to a criminal investigation phase.

- f. The Laconia Police Department, in coordination with the NH State Police will coordinate with DOJ to initiate victim assistance programs, as appropriate.

4. *Deactivation*

- a. If an act of terrorism does not occur, the responding elements will deactivate when the Laconia Police and/or Fire Department, in consultation with the NH State Police and the Governor, issues a cancellation notification to the appropriate ESF agencies.
- b. If an act of terrorism does not occur, the responding elements will deactivate when the EMD, in consultation with the Police and/or Fire Department, issues a cancellation notification to the appropriate ESF agencies. ESF agencies will coordinate with the EOC Operations Officer and deactivate according to establish SOPs/SOGs.
- c. If an act of terrorism occurs, then each ESF structure deactivates at the appropriate time according to established SOPs/SOGs. Following ESF deactivation, operations by individual State agencies may continue, in order to support the affected local governments with long-term hazard monitoring, environmental decontamination, and site restoration (clean-up).

Laconia, NH Operational Levels	Local Description	Associated Local Actions	FBI Threat Levels	Associated Federal Actions
Normal Operations Low Condition (Green).	Consist of the daily operations agencies must carry out, in absence of an emergency situation, to ensure readiness.	Preparedness, planning, training, and exercise activities are being conducted.	Level 4 – Minimal Threat	Received threat does not warrant actions beyond normal liaison notifications or placing assets on higher alert status.
Operation Level 1 Guarded Condition (Blue) Elevated Condition (Yellow)	Monitoring phase triggered by the potential for an event that could threaten life, property, or the environment.	Local agencies and ESFs that would need to take action, as part of their everyday responsibilities will be notified.	Level 3 – Potential Threat	Intelligence indicates potential for terrorist incident, but not deemed credible.

Operation Level 2 High Condition (Orange)	Partial activation of the local EOC. Triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life.	All ESF primary agencies are notified. The EOC is staffed with assigned personnel and the necessary ESFs.	Level 2 – Credible Threat	Confirms involvement of WMD in developing terrorist incident. State and local law enforcement notified. Federal assets pre-deployed as required.

Figure3 - Alignment of Operational Levels with FBI Threat Levels

Laconia NH Operational Level	Local Description	Associated Local Actions	FBI Threat Levels	Associated Federal Actions
Operation Level 3 Severe Condition (Red)	Full activation of the EOC. Triggered by extremely hazardous conditions that are imminent or occurring. Highest state of alert.	All primary and support agencies under the <i>Laconia EMERGENCY OPERATIONS PLAN (EOP)</i> are notified. The EOC will be on full activation with 24-hour staffing by assigned personnel and all necessary ESFs.	Level 1 – Weapons of Mass Destruction Incident	Federal resources deployed to augment State and local operations, JOC/JIC activated, EOC fully activated, State liaisons in JOC/JIC as required, Unified Command established.

H. Roles and Responsibilities

General

1. Upon activation of Laconia Emergency Operations Plan (EOP) (either in whole or in part), City departments designated as a Primary, Co-primary, and/or Support Agency for the ESFs will effectively carry out their missions and assigned roles and responsibilities, as directed/requested.
 2. All of the ESFs will provide support within the scope of their agencies' statutory authority and assigned mission.
 3. This section only outlines those ESFs that have roles and responsibilities specific to a response to terrorism incident. These roles and responsibilities are in addition to those outlined in the Basic Plan and ESF-specific components of the EOP.
1. **The Laconia Police Department:** is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:
 - a. Serves as the primary agency for criminal activity, investigations, and prosecution.
 - b. Works closely with NH State Police, DOJ, FBI with respect to terrorist acts.
 - c. Provides liaison personnel to the local EOC at terrorist incidents.
 - d. Coordinating the threat assessment.
 - e. Assisting the NH State Police and FBI with crime scene management.
 - f. Conduct victim interviews and collect information and/or description of perpetrator
 - g. Coordinate closely with state law enforcement authorities and other State agencies for law enforcement resolution.
 - h. Establish and maintain a secure communications capability to include voice, data, and fax.
 - i. Provide security and integrity of the City's Energy infrastructure.
 - j. Disseminate threat information with designated ESFs and other local/state departments, as appropriate.

- k. Provide training to emergency response personnel that includes but is not limited to the following:
 - 1. Crime scene preservation.
 - 2. Evidence collection and chain of custody.
 - 3. Victim interviews.
 - 4. Combined epidemiological/criminal investigations.
- l. Coordinate with ESF-2, Communications and Alerting regarding tracing/investigating Cyber-terrorist attacks and securing affecting sites.
- m. Coordinate with ESF-6, Mass Care and Shelter to provide information about a potential perpetrator of a terrorist incident.
- n. Coordinate with ESF-8, Health and Medical Services regarding epidemiological/criminal investigations for bioterrorism, nuclear, and radiological terrorism incidents.
- o. Coordinate with ESF-16, Animal Health regarding epidemiological/criminal investigations for incidents involving Agro-Terrorism.
- p. Assume the shared role with Fire Department in the response and recovery of a biological terrorist incident, to include:
 - 1. Disease control and prevention.
 - 2. Epidemiological investigation.
 - 3. Quarantine and isolation.
 - 4. Identification of the biological agent.
 - 5. Secure laboratory services.
 - 6. Dispersal of the Strategic National Stockpile (SNS).
 - 7. Management of immunization clinics.
- q. If State or Federal agencies are involved, then the Police Department also coordinates with them. The Police Department is responsible for the incident site and may modify its Command Post to function as a Joint Operations Center (JOC).
- r. The JOC structure includes the following standard groups:
 - 1. Command
 - 2. Operations
 - 3. Support
 - 4. Recovery
- s. Representation within the JOC may include Federal, State, and local agencies with support roles. Selected Federal, State, and local agencies may be requested to serve in the JOC Command Group, the JOC Support

group/Media component, and the JOC Recovery Management Group (see *Figure 3*, shaded area).

- t. To maintain consistency in the management of the incident the JOC should continue to operate as structured, however, leadership of the JOC may pass to FBI dependent on the situation. Local and State Police and state agencies in support of the JOC will continue to operate, but under FBI role designation and direction.
- u. Response issues that affect multiple agency authorities and areas of expertise will be discussed by the FBI and the JOC Command Group working in consultation with local, State and Federal representatives. While the FBI on-scene commander (OSC) retains authority to make Federal response decisions at all times, operational decisions are made cooperatively to the greatest extent possible.
- v. The FBI OSC and the senior FEMA official will provide, or obtain resolution of conflicts in priorities for allocation of critical Federal resources between response and recovery requirements.

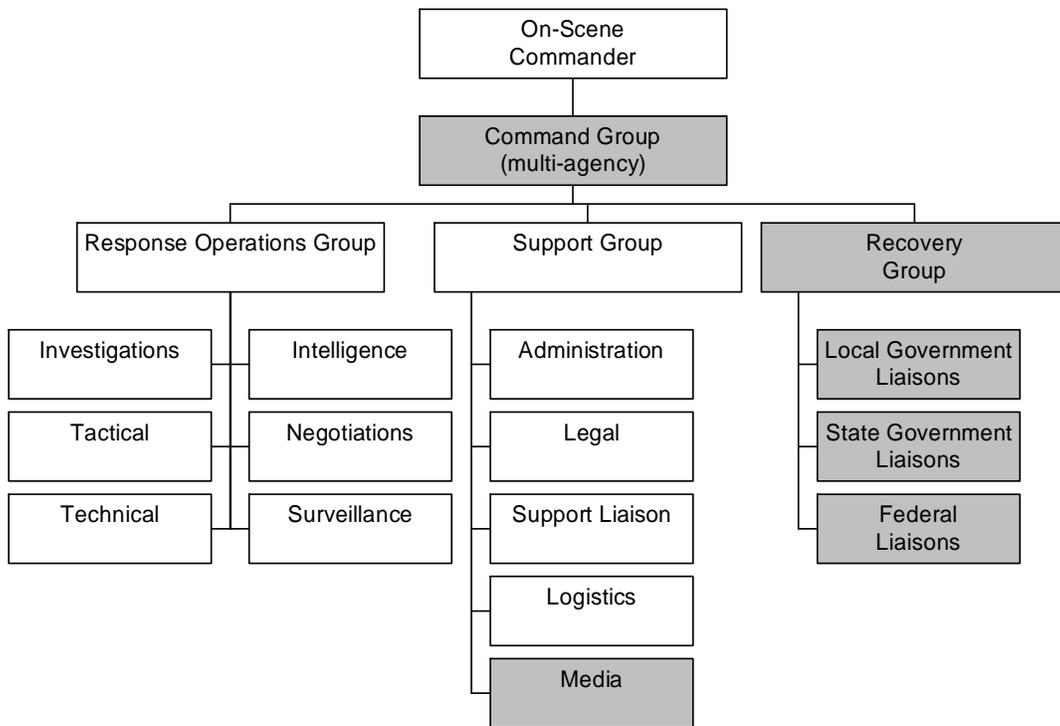


Figure 3 - Joint Operations Center Structure

2. **The Laconia Fire Department:** is the co-primary agency to implement and coordinate the response functions. Specifically, those responsibilities are:
 - a. Establish and maintain a secure communications capability to include voice and data.
 - b. Coordinate additional assistance and resources from unimpacted jurisdictions to include but not limited to the following:
 1. Detection and monitoring equipment
 2. Decontamination equipment and supplies
 - c. Coordinate the provision of decontamination assistance to hospitals, first responders and, when necessary, private facilities.
 - d. Assist in the overall management, response, and recovery of terrorist incidents involving radiological materials, to include:
 1. Detection, recovery, and disposal of on-scene radioactive debris
 2. Identification of isotope(s)
 3. Plume projections
 4. Recommendations on protective actions
 5. Determination of health risk/consequences to the public and first responders.
 - e. Assume the shared role with Police Department in the response and recovery of a biological terrorist incident, to include:
 1. Disease control and prevention.
 2. Epidemiological investigation.
 3. Quarantine and isolation.
 4. Identification of the biological agent.
 5. Secure laboratory services.
 6. Dispersal of the Strategic National Stockpile (SNS).
 7. Management of immunization clinics.
 - f. Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.
 - g. For Hazardous Materials events, establish decontamination of contaminated victims and emergency response personnel.
 - h. Implement the Mass Inoculation Plan, as appropriate.
 - i. Provide detection and monitoring services, equipment and personal protective equipment (PPE), as needed.

- j. Establish and maintain environmental health hazards remediation, as needed.

The Health Officer will:

- a. Assist in the efforts to ensure there is no uptake of chemical, radiological or biological agents into the food chain or the food supply.
- b. Assist the Medical Examiner's Office in the proper disposition of contaminated human remains, clothing and miscellaneous items, as needed.
- c. Implement plans and procedures to prevent, contain, and/or mitigate the chemical, biological, or radiological agent introduced into the agricultural and livestock environment.
- d. In the event, an Agro-Terrorism incident involves a zoonotic disease, coordinate with ESF-8, Health and Medical Services to address the public health risks and for the dissemination of emergency public health information/personal protective actions that may be necessary.
- e. Coordinate with ESF-10, Hazardous Materials to ensure safe entry to the incident site, as necessary.
- f. Coordinate with ESF-13, Law Enforcement and Security regarding epidemiological/criminal investigations, as needed.

The Emergency Management Director will:

- a. Provide information to City Manager for press releases
- b. Provide information to the Joint Operations Center for media and public information

The DPW Director will:

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

City Manager will:

- a. Serve as primary public information source until event is classified as a terrorist act and media releases are assumed by Joint Operations Center (JOC) Media operations.
- b. Liaison with the JOC Media/Public Information Officer (PIO) and assist as needed/directed regarding the collection and dissemination of public information.
- c. Assist JOC in keeping media and public informed through JOC designated and approved briefings and press conferences.

I **Interagency Coordination**

1. The EOC is the focal point for interagency and intergovernmental coordination between the following:
 - a. **FBI Joint Operations Center (JOC)**
 - b. **State and Local Emergency Operations Center (EOC)**
 - c. **Other Law Enforcement Command Posts**
 - d. **Other Community EOCs**
 - e. **FEMA IOF / DFO**

VI. **Authorities & References**

A. ***Plans***

1. Laconia Emergency Operations Plan (2008)
2. Laconia Radiological Emergency Response Plan (RERP)
3. Laconia Hazardous Materials Annex (To be developed in future revisions)
4. Homeland Security Needs Assessment for City of Laconia, (2008)

B. ***Standard Operating Procedures/Guides***

1. Laconia Police Department Standard Operating Procedures
2. Laconia Fire Department Standard Operating Procedures

Radiological Protection Annex

Laconia, N.H.

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Co-Primary Agencies Laconia Police Department
 Laconia Fire Department

Support Agencies: City Manager
 DPW Director
 Emergency Management Director
 Health Officer

I Introduction

A. PURPOSE

The purpose of this Annex is to define responsibilities and procedures for detecting and analyzing the presence of radioactivity and the procedures for protecting the public from the dangers of radiation.

B. SCOPE:

This document applies to all cases of radioactive releases/exposures/contamination. It provides for coordination between response agencies and will provide the necessary resources under the Laconia Emergency Operations Plan,

C. STRUCTURE:

The radiation annex of the EOP focuses on the detection and management of the event as well as linkage to the response and recovery actions in the Laconia EOP - Hazardous Materials ESF, and the Laconia Terrorism Annex

II RADIATION HAZARDS

A: SITUATION

The City of Laconia, NH could be subject to varying amount of radiation due to one of the following

- Airplane crash with nuclear war heads
- Highway accident involving radioactive materials
- Laboratory accident involving radioactive materials
- Act of terrorism.

Radiological monitoring instruments operated by trained personnel are required to detect the presence of radiation and to monitor its level of activity. The type of radiation, Alpha, Beta and/or Gamma, detected and the levels of radioactivity attained or projected will determine which of the following protective actions for the general public is recommended.

1. No protective actions required
2. Sheltering in residences or places of businesses.
3. Sheltering in home basements or public buildings.
4. Sheltering in approved fallout shelters.
5. Evacuation and/or relocation.

Laconia police and fire personnel have the ability to detect and measure the level of radiation and to establish a protective perimeter as needed.

No capacity to collect and analyze radiological data is available to officials of Laconia. It is likely that citizens will respond to recommendations made by their local officials.

The difficulty of responding to a radiological incident is compounded by the nature of radiation itself. In an explosion or release, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the incident. 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.

Presence of Nuclear or Radiological Equipment <ul style="list-style-type: none">• Spent fuel canisters or nuclear transport vehicles• Placarding on packages and shipping containers.• Placarding of vehicles, laboratories, buildings.
Radiological Sickness Symptoms <ul style="list-style-type: none">• Burns, nausea, hair loss
Detonation of a Nuclear Device
Nuclear Placards/Warning Materials Along with Otherwise Unexplained casualties.

III: SITUATION AND PLANNING

A. Situation

1. Unless an incident is determined to be an act of terrorism, response operations will be implemented under the Laconia Emergency Operations Plan (EOP) and its Emergency Support Functions (ESF) components.
2. The Police and Fire Department will coordinate with the support agencies to identify potential requirements and, if necessary, with the Emergency Management Director to implement increased readiness operations.

B. Planning Assumptions

1. No single agency at the local, State, Federal or private level possesses the authority and the expertise to act unilaterally on many difficult issues that may arise in response to incidents involving radioactive materials.
2. Local, State, and Federal responders may define working perimeters that may overlap to some degree. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which may impede the overall response if adequate coordination is not established.
3. If protective capabilities are not available, responders cannot be required to put their own lives at risk in order to enter a perimeter contaminated with radioactive material. It is possible that the perimeter will be closed until the extent of the contamination is identified or the effects of the material have degraded to levels that are safe for responders.

Although this annex takes into consideration the most probable scenarios relating to the primary categories of radioactive incidents, no assumptions should be made to the annex being all inclusive of every conceivable situation that a radioactive incident could create. Emergency responders will assess the situation and determine the best course of action based upon their training and prescribed policies, plans, and procedures.

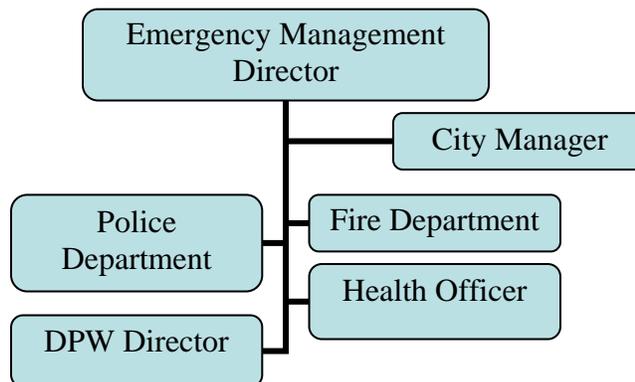
IV: Concept of Operations

A. General

1. Response and recovery actions to radiological events will be conducted in accordance with established polices, plans, procedures and guides.
2. The Laconia Police and Fire Departments will maintain the city’s responsibility for response management to radioactive incidents.
3. The Laconia EOP provides a graduated flexible response action to the incident.

B. Organization.

1. **Functional Organization – EOC organization chart**, details the overall response structure of the EOC . Direction and control remains with the Police and Fire Departments with implementation and coordination conducted by the EMD.



C; Communications

1. The Communications and Alerting ESF of the Laconia Emergency Operations Plan is tasked with the responsibility to establish and maintain a secure communications capability for the city.

D: Plan Implementation

1. Response Actions

- A: Local lead agencies for response actions within the city of Laconia is the Laconia Fire Department and the Laconia Police Department.
- B: Response actions specific to radiological incidents may require shared lead responsibilities with additional local, State or Federal agencies which have the skills and resources that can assist in defining and responding to the event. A Unified Command Structure shall be established as per the National Incident Management System

Radiological response actions that involve food and food products are shared with the NH Department of Health and Human Services (DHHS)

2. Recovery actions

- A: The EMD, Laconia Fire Department and Police Department, with the support of all agencies at the EOC shall insure that the EOP is adequate to recover from a radiation event.
- B: In the event that the incident requires the involvement of State and federal agencies, a Unified Command Structure shall be established as per the National Incident Management System.

E: ROLES AND RESPONSIBILITIES

The Emergency Management Director (EMD) will:

1. Establish a Unified Command System
2. Determine protective actions for the public based on recommendations by the EMD/Radiological Defense Director, Health Officer, Fire Department, Police Department, and, if necessary, the Governor, NH Office of Emergency Management and/or the State department of Health and Human Services.
3. Assign and maintain the radiological equipment; assign and maintain the roster of trained radiological monitors.
4. Transmit radiological data to the State EOC and request advice on protective actions.
5. Provide direction and control at the Emergency Operations center.

The Health Officer will:

1. In conjunction with the Fire Department, establish decontamination procedures for emergency response personnel and the general public.
2. In conjunction with Fire Department, establish personnel decontamination facilities;
3. Establish procedures, in conjunction with the Fire Department/EMS Officer for transport of radiological accident victims for treatment.
4. Monitor the food system for radioactive contamination and recommend procedures for decontaminating/disposing same.

The Fire Department will;

1. Establish a unified command system with the Police Department..
2. Establish in conjunction with the Health Officer, procedures for decontamination of buildings, equipment and personnel and for the health and safety of response personnel.
3. Coordinate additional assistance and resources from unimpacted jurisdictions to include, but not limited to the following:
 - A: Detection and monitoring equipment
 - B: Decontamination equipment and supplies
4. Coordinate the provision of decontamination assistance to hospitals, first responders, and when necessary, private facilities.
5. Assist in the overall management, response and recovery of events involving radioactive materials to include;
 - A. Detection, recovery and disposal of radioactive debris
 - B. Recommendations on protective actions
 - C. Determination of health risk/consequences to the public and first responders.
 - D. Provide detection and monitoring services, equipment and personal protective equipment (PPE), as needed.
 - E. Status of response activities (ie., containment, cleanup and disposal.)
 - F. Coordinate with resource support in the identification and acquisition of additional equipment and supplies to support response operations.
 - G. Coordinate local responses, including evacuations, during radiation incidents.

The Police Department will;

1. Establish a Unified Command with the Fire department.
2. Assist with the detection and recovery of radioactive materials.
3. Coordinate the provisions of site security and access control during radiation incidents.
4. Provide traffic control
5. Provide and assist in evacuations of impacted or potentially impacted areas.

The DPW Director will

1. Provide barricades for traffic control and site security
2. Assist in the provision of containment resources if needed.
3. Provide and assist in the evacuation of areas impacted or potentially impacted by a radiation incident, as necessary .

The City Manager will:

1. Support the implementation of the Radiation Annex.

V: Reference

A: Standard Operating Procedures/Guides (SOP/SOG)

Laconia Fire Department Standard Operating Procedures
Laconia Police Department Standard Operating procedures

B: Interagency Agreements/Compacts/Mutual Aid Agreements

NH Department of Environmental services
NH Department of Health and Human Services
Lakes Region Fire Mutual Aid
Hazard Materials Response Team
Central NH Hazardous Materials Response Team
Capital Area Fire Mutual Aid

C: Plans

Laconia Emergency Operations Plan
Laconia Hazards Mitigation Plan

VI: Attachments

A. Forms

See Appendix F of the Laconia Emergency Operation Plan

MULTIPLE VEHICLE ACCIDENT

Situation

As there are main east-west and north - south thoroughfares, substantial volumes of traffic utilize roadways within the City that could significantly impede city traffic and emergency responses should they become impassible.

Responsibilities (may consist of, but are not limited to)

All agencies: Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Police Department

- Initial response and assessment
- Interior and outer perimeter control
- Traffic rerouting
- Assisting the Fire Department
- Establishes Unified Command
- Notifies and coordinates state law enforcement agencies
- Investigation of collision and/or fatalities
- Notifies Emergency Management Director

Fire Department/EMS

- Initial response and assessment
- Command and control at the scene
- Establishes Unified Command
- Extrication, rescue and transport
- Implement Mass Casualty Plan
- Fire control
- Hazardous Materials response
- Notifies and coordinates regional and state agencies regarding hazardous materials

DPW

- Assist with equipment and personnel
- Assist police with road closures
- Provide containment materials for spills if requested
- Provide sand/salt of roadway if requested
- Assist with post cleanup and opening of roadway if requested

HAZARDOUS MATERIALS

SITUATION

Hazardous materials may be released in uncontrolled fashion endangering either personnel or the environment. A hazard can be of solid, liquid or gaseous contaminants.

RESPONSIBILITIES *(May consist of but not limited to)*

All Agencies:

Establish/operate with an Unified Command as per National Incident Management System (NIMS)

Fire Department /EMS

Initial response and assessment
Command and control at the scene
Recommend protective actions to be taken
If applicable, notify Emergency Management Director
Coordinate mutual aid response and HazMat Teams
Coordination of State and Federal agencies in mitigating the release
Initial investigation of the release in conjunction with local and state police
Emergency Medical Services with monitoring health and safety of emergency responders.

Police Department

- Initial response and assessment with the Fire department
- Establish perimeter security
- Establish on scene security
- Coordination of State police and mutual aid law enforcement agencies
- Conduct criminal investigation if appropriate

DPW

Assist with personnel and equipment
Provide containment materials for spills, if requested
Assist police with roadway closure and roadway opening if requested

Emergency Management Director

- Assist with State and federal agencies as required
- Consider activating the EOC
- Initiates Emergency Public Information System
- Staff the EOC as necessary
- Assists fire and police as requested
- Assists in long term planning strategies

EARTHQUAKE

SITUATION

The city is in an area prone to seismic activity. Most activity is of a minor nature yet the potential exists for a significant event.

RESPONSIBILITIES: *(may consist of but not limited to)*

All agencies:

Establish/operate with a Unified Command as per the National Incident Command System (NIMS)

Fire Department/EMS

- Initial response and assessment
- Command and control at the scene
- Search and rescue of effected property(s)
- Implementation of the Mass Casualty incident Plan (MCI)
- Assist in evacuations
- Provide emergency medical service and transport

Police Department

- Initial response and assessment
- Assist in providing emergency information to residents
- Establish perimeter control
- Establish security of effected areas.

DPW

- Inspect and assess the municipal infrastructure
- Assist the fire department with equipment and personnel
- Inspect and assess structural stability of buildings, bridges and dams in conjunction with the Building Inspector

City Manager

Initiates Emergency Public Information System
Request and assist with state and federal agencies as required
Approves instructions to residents
Declares state of emergency and authorizes public restrictions

Emergency Management Director

- Staffs EOC if necessary
- Determines stability of temporary shelters with the Building Inspector and Fire Department
- Coordinates Red Cross Services
- Coordinates set-up of temporary shelters
- Coordinates state and federal agencies and resources

TORNADO/SVERE WIND/DOWNBURST

Situation

Shifting weather patterns could result in severe weather affecting the city through a “watch” issued by the National Weather Service or a “warning” involving an actual sighting or occurrence in the area. Destruction from a tornado or downburst could be as severe as populated areas are dominated by wooden structures.

RESPONSIBILITIES: ((May consist of but not limited to))

All agencies:

- Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Fire Department

- Initial response and assessment
- Search and rescue
- Implement the Mass Casualty Incident Plan (MCI)
- Provide emergency medical services and transportation

Police Department

- Provide security to severely damaged areas
- Provide traffic control
- Assist Fire Department and DPW

DPW

- Prepare personnel and equipment upon notification of a tornado “warning”.
- Maintain roadway passage
- Maintain evacuation routes
- Inspect and asses s structural stability of buildings, bridges and dams in conjunction with the Building Inspector and Fire prevention.
- Provide temporary areas for storage of debris

City Manager

- Initiates Emergency Alert System and issues statements to the media
- Solicits state and federal resources as required
- Declares state of emergency if required.

Emergency Management Director

Activates the EOC upon notification of a Tornado warning, if required.

Authorizes opening of emergency shelters as needed.

Monitors tornado movement and storm status

Coordinates American Red Cross Services and temporary shelters

Monitors utility services and coordinates activities.

DOWNED AIRCRAFT

SITUATION:

The city has experienced aircraft accidents over the years.

The Laconia Airport flight patterns go directly over the city and the potential exists for aircraft to affect the city in an accident as a result of an in-flight emergency, an accident during a takeoff or an accident during the course of a landing.

RESPONSIBILITIES (MAY CONSIST OF BUT NOT LIMITED TO)

All Agencies:

- Establish/operate within a Unified Command as per the national Incident Command System (NIMS)

Fire Department/EMS

- Initial response and assessment
- Command and control at the scene
- Fire control
- Rescue operations
- Hazardous materials response
- Implement Mass Casualty incident Plan (MCI)
- Coordinate outside agencies
- Provide Emergency Medical Services and transportation

Police Department

- Initial response and assessment
- Perimeter control
- Assist fire department
- Provide scene security
- Assist in any evacuations
- Coordinate investigation with state and federal agencies

DPW

Assist with equipment and personnel
Provide temporary debris storage
Maintain evacuation routes

City Manager

Initiate Emergency Alert System if required
Issue statements to the media if required
Solicit state and/or federal assistance if required

Emergency Management Director

Staff EOC if required
Establish temporary morgues, if required, with the Health Officer
Coordinate American red Cross activities if required
Coordinate the needs for the un-injured
Coordinates the needs of families

FLOODING

SITUATION

With pre-determined flood plains areas, the city is vulnerable to flooding resulting in restricted travel ways and possible evacuation.

RESPONSIBILITIES (*May consist of but not limited to*)

All agencies:

- Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Fire Department/EMS

Initial response and assessment
Command and control at the scene
Evacuation of flooded areas
Assist with damaged buildings
Evaluate Hazardous Materials storage for impact
Assist in notification of residents
Oversee evacuation of residents
Provide emergency medical treatment and assessment

Police Department

- Initial response and assessment
- Assist with notification of residents
- Establish perimeter security of evacuated or flooded areas
- Evacuation of flooded areas
- Establish traffic rerouting
- Provide scene security
- Blockade roadways

DPW

- Assess road and bridge conditions
- Monitor river, lake and lake elevations and dams
- Maintain storm drain system
- Assist with heavy equipment
- Fill/dispense sandbags
- Maintain evacuation routes

Emergency Management Director

- Consider activating the EOC
- Monitor flood conditions
- Coordinate the need for emergency transportation
- Coordinates American red Cross services and opens shelters
- Coordinates emergency transportation with Scholl and Transportation

EXPLOSIONS

SITUATION

A detonation of any origin resulting in personal injuries, structural damage or the interruption of services.

RESPONSIBILITIES *(may consist of but not limited to)*

All Agencies:

- Establish/operate within a Unified Command as per the National Incident Command System (NIMS)

Fire Department/EMS

- Initial response and assessments
- Command and control at the scene
- Fire control
- Search and rescue
- Provide emergency medical services and transportation
- Implement the Mass Casualty Incident Plan (MCI)
- Coordinate outside agency response
- Initiate cause and origin investigation to determine if the explosion was accident or intentional.

Police Department

- Initial response and assessment
- Interior and outer perimeter control
- Traffic rerouting
- Assist with evacuation
- Assist Fire department
- Provide scene security
- Contact State police Explosives division
- Coordinate the investigation of the incident with the cooperation of the Fire department and the State Fire Marshal if the explosion was intentional;

City Manager

- Issues public statements to the media as needed
- Solicit state and/or federal assistance if required

Emergency Management Director

- Staff the EOC if required
- Coordinates American red Cross activities if required
- Coordinates the needs of the un-injured
- Coordinates the needs of displaced families
- Coordinates the needs of first responders
- Establishes temporary morgues if needed

SNOW/ICE STORM

The city will experience an unusually severe storm for which the residents are prohibited from travel for essentials such as food or medical care or experience prolonged services outages resulting in the need for coordinated assistance.

RESPONSIBILITIES *(may consist of but not limited to)*

All agencies:

- Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Fire Department

- Monitor weather conditions
- Notify the Emergency Management director
- Implement storm coverage as per standard operating procedures and deploy personnel as necessary
- Assemble available equipment as per standard operating procedures; check operation of and place specialized and 4wd units into service

Police Department

- Evaluate parking plan requirements
- Evaluate personnel status.
- Staff as per All Hazards Plan and Standard Operating Procedures
- Patrol and search for abandoned vehicles/hazards

DPW

- Initial response and assessment of the storm
- Keep Emergency Management Director , Fire and Police informed of conditions
- Work to maintain, clear and sand roads for emergency vehicle access
- Assist in barricading roadways in coordination with Police
- Maintain evacuation routes

City Manager

- Initiate strategy for the continuity of Government Operations
- Consider initiating the Emergency Alert System as needed
- Requests/coordinates state and federal assistance

Emergency Management Director

- Staff EOC as necessary
- Assist Police, Fire and DPW as necessary
- Provide information bulletins to City Manager
- Coordinates red cross services
- Opens temporary shelters
- Tracks deployment of personnel and equipment
- Determines special needs for the community
- Assess the requirements for food, fuel, water.

PROLONGED SERVICE OUTAGE

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.

RESPONSIBILITIES (may include but not limited to)

All agencies

- Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Fire Department

- Assist the Emergency Director with personnel and equipment
- Staff as per standard operating procedures
- Notify utilities of power outages, if required.

Police Department

- Increase patrols and visibility
- Staff as per standard operating procedures
- Assist Emergency Management Director with personnel and equipment
- Notify utilities of power outages, if required

DPW

- Assist the Emergency Management Director with personnel and equipment

City Manager

- Initiate the Emergency Alert System
- Release public information bulletins
- Request state/federal assistance

Emergency Management Director

- Determine the extent of the emergency
- Coordinate red Cross Services if required
- Open temporary shelters if required
- Review special needs facilities and personnel lists for distinct consideration
- Develop a restoration priorities plan
- Track progress of restoration
- Coordinate state/federal resources

CONFLAGATION/MAJOR FIRE

SITUATION:

An unplanned ignition of structures, vehicles or property of significant magnitude. Laconia has numerous large buildings predominantly constructed of wood which would effect normal operations of the city and tax resources should they become involved in fire

RESPONSIBILITIES (may consist of but not limited to)

All agencies:

- Establish /operate within a Unified Command as per the National Incident Command System (NIMS)

Fire Department

- Initial response and assessment
- Command and control of the incident
- Determine severity of the fire threat
- Provide emergency medical services and transportation
- Assess evacuation needs, if necessary
- Conduct fire investigation

Police Department

- Initial response and assessment
- Establish and maintain a security perimeter
- Assist the Fire department in evacuations
- Establish traffic rerouting routes
- Conduct criminal investigation, if necessary, in coordination with the Fire Department and the State Fire Marshals Office

DPW

- Support Fire Department with equipment and supplies
- Set up traffic barricades as directed by Police Department
- Conduct post incident cleanup of public roads/city property, if necessary

Emergency Management Director

- Staff the EOC as required
- Coordinate Red Cross services
- Coordinate set-up of temporary shelters
- Provide for shelter/food for emergency responders

TERRORIST ACTIVITY

SITUATION:

The deliberate destruction or damage to services, facilities, roadways, railroads or functions could occur at anytime with or without notice and may take place in phases with the potential for additional targets.

RESPONSIBILITIES (May consist of but not limited to)

All Agencies: Establish/operate within a Unified Command as per the National Incident Management System (NIMS)

Fire Department/EMS

- Initial response and assessment
- Command and control of the incident, unified with the Police Department
- Control fires
- Search and rescue operations
- Assist in evacuations, if required
- Hazardous Materials response/operations
- Initiate the Mass casualty incident Plan (MCI)
- Investigation of the incident with the Police department and, if necessary
- Provide emergency medical treatment and control
- Coordinate mutual aid of fire, rescue, medical and HazMat agencies

Police Department

- Initial response and assessment
- Command and control of the incident, unified with the Fire Department
- Notify Emergency Management Director if necessary
- Investigate for further threats
- Evaluate other potential targets
- Assist in evacuations if required
- Coordinate mutual aid of law enforcement agencies
- Conduct criminal investigations
- Provide facilities for long term investigations

DPW

- Work to monitor and maintain roadway passage and evacuation routes
- Assist Department with personnel and equipment

City Manager

- Consider activating the Emergency Alert System

Emergency Management Director

- Staff the EOC as required
- Coordinate American Red Cross activities
- Open temporary shelters
- Request/coordinate state/federal agencies
- Tracks deployment of personnel and equipment
- Develop a strategic plan for the incident
- Assist Fire and Police Departments as required
- Coordinates evacuation progress as required

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Appendix A
Acronyms and Abbreviations

ARC	American Red Cross
ARES	Amateur Radio Emergency Service
BEM	Bureau of Emergency Management
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
COG	Continuity of Government; also Council of Governments
COOP	Continuity of Operations
DES	Department of Environment Services
DFO	Disaster Field Office
DoD	Department of Defense
DOE	Department of Energy
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DMCR	Disaster Management Central Resource
DOJ	Department of Justice
DOT	Department of Transportation
DPP	Domestic Preparedness Program
DRC	Disaster Recovery Center
DRED	Department of Resources and Economic Development
EAS	Emergency Alert System
EMA	Emergency Management Agency
EMD	Emergency Management Director
EMI	Emergency Management Institute
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
FEMA	Federal Emergency Management Agency
FOC	Field Operations Center
FOG	Field Operating Guide
FRERP	Federal Radiological Emergency Response Plan
FRP	Federal Response Plan (to become the National Response Plan)
GIS	Geographical Information Systems
HazMat	Hazardous Material(s)
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Command Center
ICS	Incident Command System
IMS	Incident Management System

JIC	Joint Information Center
MA	Mutual Aid
MHz	Megahertz
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NFA	National Fire Academy
NFIP	National Flood Insurance Program
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
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
WMD	Weapon(s) of Mass Destruction
WMD-CST	WMD Civil Support Team

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Appendix B

Terms and Definitions

Appendix B **Terms and Definitions**

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

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

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

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

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

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

Chemical Transportation Emergency Center (CHEMTREC) – A chemical information center provided by the Federal Government as a source of first response advice in substance/chemical spills. CHEMTREC can usually put those on scene at an emergency in touch with the product shippers.

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

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

Civil Preparedness Guide (CPG) – A FEMA Publication which provides guidance to State and Local Emergency Preparedness Directors and others with emergency responsibilities.

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

Consequence Management – Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism (Source: Federal Response Plan [FRP] Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the lead agency for consequence management to ensure that the FRP is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.

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

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

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

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, April 1999.)

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

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

Dam Failure – Full or partial collapse of a dam constructed to hold back large volumes of water.

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

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

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

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

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

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

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

Disaster Welfare Inquiry (DWI) System – System set up by the American Red Cross to collect, receive, and report information about the status of victims and assist the family with reunification within the disaster area.

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

Donations Coordination Center – An area designated for the coordination of goods, services and volunteers. The Donations Manager/Coordinator, the Volunteer Coordinator, State Donations/Volunteer Coordinator and representatives of participating volunteer agencies will operate from this center. In the event of a declared disaster, the FEMA Donations/Volunteer Coordinator may also operate from this center.

Donations Coordinator/Manager – The person designated by the Director of Emergency Management who will coordinate the donations effort. This person will oversee the phone bank, Donations Coordination Center and coordinate efforts of the reception and distribution center(s).

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

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

Emergency Management (EM) – A system of organized analysis, planning, decision-making, assignment, and coordination of available resources for the mitigation of preparedness for, response to or recovery from major community-wide emergencies. Refer to local and State emergency legislation.

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

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

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

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

Emergency Public Information (EPI) – Information disseminated to the public primarily in anticipation of an emergency, or at the actual time of an emergency as a means of warning the public of impending danger and/or to provide instruction as to emergency preparedness action to be taken.

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

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

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

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

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

Facility – As defined by section 101 of CERCLA, means any building, structure, installation, equipment pipe or pipeline (including any pipe into a sewer or publicly-owned treatment works), well, pit, pond, lagoon, impoundment, ditch, landfill, storage container, motor vehicle, rolling stock, or aircraft, or any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any vessel. For the purpose of the emergency release notification, the term includes motor vehicles, rolling stock, and aircraft.

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

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

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

Functional Areas of Responsibility – Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the *Local EOP*. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services), and the department/agency responsible for providing those services/functions, and the primary tasks/activities associated with the particular service/function (e.g., coordinate the provision of temporary housing assistance). If an ESF has developed a team structure to provide those services the team(s) should be identified. However, the composition and specific of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF template labeled Specialized Units/Teams.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Local Emergency Management Director/Coordinator – The local government official responsible for the emergency management program at the local level, county or municipal.

Local Emergency Planning Committee (LEPC) – A committee appointed by the State Emergency Response Commission (SERC), as required by SARA Title III, to formulate a comprehensive emergency plan to deal with hazardous materials within its jurisdiction.

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

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

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

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

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

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

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

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

National Contingency Plan (NCP) – Term referring to the National Oil and Hazardous Substances Pollution Contingency Plan. Regulations prepared by the Environmental Protection Agency implement the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the response systems of the Clean Water Act (sec. 311); refer to 40 CFR Part 300.

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

National Emergency Operations Center (NEOC) – The EOC for DHS/FEMA, which provides a centralized point of direction and control for Federal response operations. (Formerly the National Interagency Emergency Operations Center (NIEOC)).

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

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

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

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

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

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

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

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

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

Non-persistent Agent – An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

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

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

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

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

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

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

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

Promulgate – To promulgate, as it relates to the Local Emergency Operation Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the *Local EOP* as the emergency operations plan for the jurisdiction.

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

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

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

Radio system – A combination of electrical and electronic equipment, including but not limited to radios, consoles, mobile units, towers, antennas, generators, etc., which together enable communications between desired points.

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

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

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

Resource Agencies, Organizations or Groups – Other agencies, organizations, groups, and individuals, not assigned as primary or support to an ESF may have authorities, expertise, capabilities, or resources required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to

serve as representatives to the ESF, and/or provide services and resources. (Resources provide personnel and/or staff (equipment, resources or supplies)).

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

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

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

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

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

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

State Coordinating Officer (SCO) – The representative of the Governor (usually the Director/Coordinator of Emergency Management) who coordinates the State response and recovery activities with those of the Federal Government. See GAR Governor’s Authorized Representative.

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

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

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

Subject Matter Experts (SMEs) – Other agencies, organizations, groups, and individuals, have authorities, technical expertise, and/or capabilities required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF, and/or provide services.

Superfund – Trust fund established under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and extended under the 1986 Superfund Amendments and Reauthorization Act (SARA) to provide money for cleanups associated with inactive hazardous waste disposal sites. (See CERCLA) Superfund Amendments and Reauthorization Act of 1986 (PL99-499) SARA. Extends and revises Superfund authority (in Title I & II). Title III of SARA includes detailed provisions for community planning and Right-To-Know systems.

Support Agency – An agency, organization or group that provides an essential function or service critical to the ESF and has a requirement in the decision process for the conduct of the operation using its authorities and determines priorities in providing cognizant expertise, capabilities, and resources.

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

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

Title III (of SARA) – The "Emergency Planning and Community Right-to Know Act of 1986." Specifies requirements for organizing the planning process at the State and local levels for specified extremely hazardous substances; minimum plan content; requirements for fixed facility owners and operators to inform officials about extremely hazardous substances present at the facilities; and mechanisms for making information about extremely hazardous substances available to citizens. (42 USC annotated, sec. 1101, et. seq.-1986) Trans-species Infection - An infection that can be passed between two or more animal species. This may include human hosts.

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

Ultra high frequency (UHF) – Ranges from 300 MHz to 3000 MHz. For public safety use, defines the frequency sub bands of 450-512 MHz and 800-900 MHz. Also includes 960 MHz and 2 GHz microwave sub bands.

Undesignated/Unsolicited donation – Unsolicited/undesignated goods are those donations that arrive in the State but have not been requested by an agency.

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

Very high frequency (VHF) – Ranges from 30 MHz to 300 MHz. For public safety use, defines the frequency sub bands of 30-50 MHz and 150-174 MHz.

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

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

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

Warning Point – A facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.

Weapons-Grade Material – Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

Weapon of Mass Destruction – Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more 0.5 inch in diameter; any combination of parts either designed or intended for use in converting any device into any destructive device described above and from which a destructive device may be readily assembled.

Appendix C
Authority of Emergency Response Agencies

Governor	* Delegation of Authority to EM Director / Coordinator.	*RSA 107
	* Declaration of State of Emergency.	
	* Ordering Evacuation.	
	* Ordering other Protective Actions.	
American Red Cross	* Provisions for Mass Care Sheltering.	LOA
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 107 RSA 200
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: <u>Division of Community & Public Health Services</u>	* Radiological Waste Disposal.	RSA 125
	* Transportation of Patients and Use of Vehicles as Ambulances.	RSA 151
	* Response Expenses.	RSA 161
	* Reciprocal Agreements.	
<u>Division of Human Services</u>	* Emergency Social Services.	RSA 161
	* Referral services for Evacuees.	RSA 126
	* Emergency Shelter.	
Department of Resource & Economic Development	* Access & Traffic Control in State Parks & Forests.	RSA 218 RSA 12
Department of Safety: <u>Bureau of Emergency Management</u>	* Direction of Emergency Response Organization.	RSA 21-P
	* Control of Emergency Communications.	
	* Request Federal and Regional Assistance.	
	* Actions & Provisions of the Disaster Relief Act of 1974.	RSA 108
	* NH Radiological Emergency Response Plan.	RSA 21-P / 125
<u>Pupil Transportation</u>	* Direct Resources of Bus Services.	RSA 265
<u>State Police</u>	* Access Control.	RSA 106
	* Support to Local Police.	
	* Support to Traffic Control.	
	* Crime Prevention & Control.	NESPAC
* Request for Regional Law Enforcement Assistance.		

<u>City Of Laconia , NH</u>	Laconia City Charter Laconia Fire Department Laconia Police Department	Title XII, Chapter 154, subsection 7 Title VII Chapter 105

**RSA = New Hampshire Revised Statues Annotated*

Appendix C

Authority of Emergency Response Agencies

Appendix D

City of Laconia, NH

Hazard Analysis & Assessment

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I. Introduction

a. Purpose

This Hazard Analysis and Assessment is the basis for both mitigation efforts and EOPs. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the City of Laconia plans has a Hazard Mitigation Plan (2003) for a detailed discussion on this topic.

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

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

b. Scope

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

c. Situation

1. **Government:** The City of Laconia is governed by a Mayor and City Council. The city maintains a full time City Manager, A career Fire and Rescue Department, Police Department, and Department of Public Works.

2.

Population: Laconia serves as the seat of county government; has a resident population of over 17,100 and functions as the service, financial and trade center for the region . This results in an estimated 18.5% population increase during the day due to the influx of commuters, seasonal residents and visitors. There are 841 permanent residents per square mile.

Laconia has 17% of its residential units as seasonal in nature which is far above the national average. This large percentage of seasonal residences which includes hotels, motels, camps, boats and homes result in an estimated influx of over 12,000 persons. These factors cause the population of the city to fluctuate considerably. It is estimated that during peak summer, daily population can exceed 35,000 people.

- 3. Transportation:** List of major highways that run through the city are Route 3, Route 11, 11A and 11B, Route 107, Route 107
- 4. Water & Sewer System:** Water supply is provided by the Laconia Water Department. Sewer treatment is provided by the Department of Public Works.

5. Employment*:

Largest Employers*	Product/Service	Employees
Aavid Engineering	Semi conductor heat sinks	620
City of Laconia including public schools	Municipal government , public schools, fire, police, public works,	557
Lakes Region General Hospital	Health Care	550
NH Ball Bearing	Spherical bearings	478
Lewis and Sanders	Metal tubular assemblies	130
Wilcom products	Telecommunications test equip,	85
Baron Machine	Machine parts/heat treating	70
Freudenburg – NOK	Automotive seals	
Marina's – Cannel Marine; Irwin Marine; Thurston's Marina; Paugas Bay Marina; Lakeport landing;	Storage, repair, rebuilding and maintenance of boats of all sizes.	

6. Educational Facilities*:

Primary & Secondary	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	3	1	1	3
Grade Levels	1 thru 6	7 thru 9	10 thru 12	
Total Enrollment	1061	623	792	437
Regional Career Technology Center(s):	Huot Technical Center, Laconia NH			
NH Licensed Child Care Facilities, 2003:	Total Facilities: 16 Total Capacity: 734			
Nearest Laconia/Technical College:	New Hampshire Community Technical College, Laconia NH			
Nearest Colleges or Universities:	UNH Durham, NH; Plymouth State University, Plymouth, NH			

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

7. Special needs facilities;

Name	Services/Needs	Census
NH Department of Corrections	Incarceration	275

Taylor Home	Nursing home, assisted and independent living	220
Genesis Health Care Center	Elder care	124
Belknap County Dept. of Corrections	Incarceration	96
Belknap County Nursing Home	Elder care	94
St. Francis Healthcare	Elder care	51
Stafford House (High Rise)	Elderly Housing – 20% Developmentally disabled	
Sunrise Towers (High rise)	Elderly Housing – 20% Developmentally disabled	
Lake Village	20% Developmentally disabled	
Lakes Region General Hospital	Trauma center, medical facility	124 + beds

II. Hazard Identification

The following hazards were identified for the development of this Emergency Operation Plan.

- ✓ Conflagration/Major fire
- ✓ Water outage/contamination
- ✓ Severe Thunderstorms
- ✓ Ice & Snow Events
- ✓ Multiple Vehicle Accident
- ✓ Nuclear Accident
- ✓ Blizzard
- ✓ Plane Crash
- ✓ Mass Casualty Incident
- ✓ Electrical outage
- ✓ Fuel Shortage
- ✓ Hurricane/high wind event
- ✓ Drought
- ✓ Tornado/Downburst
- ✓ Explosion (weapons of mass destruction, haz-mat)
- ✓ Flooding (river, dam breach, ice jam)
- ✓ Haz-Mat Accident (Transport, storage, fixed facility)
- ✓ Terrorism
- ✓ Earthquake

III. Hazard Vulnerability

Laconia Emergency Officials identified the following Vulnerability and Risk Rating Matrix identified in Tables D.1, D.2., D.3, and D.4

The following terms are used to analyze the hazards considered herein:

PROBABILITY OF OCCURRENCE – An adjective description (High, Medium, or Low) of the probability of a hazard impacting City of Laconia, NH within the next 10 years. Probability is based on a limited objective appraisal of a hazard’s frequency using information provided by relevant sources, observations and trends.

HIGH: There is great likelihood that a hazardous event will occur within the next 10 years. **MEDIUM:** There is moderate likelihood that a hazardous event will occur within the next 10 years. **LOW:** There is little likelihood that a hazardous event will occur within the next 10 years.

VULNERABILITY- An adjective description (High, Medium, or Low) of the potential impact a hazard could have on City of Laconia, NH. It is the ratio of population, property, commerce, infrastructure and services at risk relative to the entire State. Vulnerability is an estimate generally based on a hazard’s characteristics, information obtained by the various state agencies.

HIGH: The total population, property, commerce, infrastructure and services of the county are uniformly exposed to the effects of a hazard of potentially great magnitude. In a worse case scenario there could be a disaster of major to catastrophic proportions.

MEDIUM: The total population, property, commerce, infrastructure and services of the county are exposed to the effects of a hazard of moderate influence; or

The total population, property, commerce, infrastructure and services of the county are exposed to the effects of a hazard, but not all to the same degree; or

An important segment of population, property, commerce, infrastructure or service is exposed to the effects of a hazard. In a worse case scenario there could be a disaster of moderate to major, though not catastrophic, proportions.

LOW: A limited area or segment of population, property, commerce, infrastructure or service is exposed to the effects of a hazard. In a worse case scenario there could be a disaster of minor to moderate proportions.

RISK RATING – An adjective description (High, Medium, or Low) of the overall threat posed by a hazard over the next 10 years. It is a subjective estimate of the combination of probability of occurrence and vulnerability.

HIGH: There is strong potential for a disaster of major proportions during the next 10 years; or

History suggests the occurrence of multiple disasters of moderate proportions during the next 10 years. The threat is significant enough to warrant major program effort to prepare for, respond to, recover from, and mitigate against this hazard. This hazard should be a major focus of the State's emergency management training and exercise program.

MEDIUM: There is moderate potential for a disaster of less than major proportions during the next 10 years. The threat is great enough to warrant modest effort to prepare for, respond to, recover from, and mitigate against this hazard. This hazard should be included in the State's emergency management training and exercise program.

LOW: There is little potential for a disaster during the next 10 years. The threat is such as to warrant no special effort to prepare for, respond to, recover from, or mitigate against this hazard. This hazard need not be specifically addressed in the state's emergency management training and exercise program except as generally dealt with during hazard awareness training.

Review

This document will be periodically reviewed for content and applicability. It will be reviewed every three years by the appropriate state agencies and incorporated into the Hazard Mitigation plan for FEMA approval.

**Table D.1
Vulnerability Matrix**

Natural Hazards	Probability of occurrence			Vulnerability			RISK
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)	Rating (Probability x Vulnerability)
Severe Winter Weather	3			2			6
Hurricane			1	3			3
Drought			1		2		2
Flooding	3					1	3
Severe Wind	3				2		6
Wild fire			1			1	1
Dam Failure			1	3			3
Tornado/Downburst	2			3			6
Earthquake		2		3			6
Blizzard		2		3			6

**Table D.2
Vulnerability Matrix**

	Probability of occurrence			Vulnerability			RISK
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)	Rating (Probability x Vulnerability)
Human Caused/Related Hazards							
Mass Casualty - Trauma	3			2			6
Mass Casualty – Medical/Infectious		2			2		4
Major Structure Fire	3			2			6
High Profile Event		2			2		4
Terrorism-Biological			1			1	1
Civil Disturbance			1			1	1
Plane Crash	3				2		6
Conflagration		2			2		4

**Table D.3
Vulnerability Matrix**

HazMat Related Hazards	Probability of occurrence			Vulnerability			RISK
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)	Rating Probability x Vulnerability
HazMat Mass Casualty with 6 or more victims		2				1	2
Small HazMat - Mass Casualty; 5 or less victims	3					1	3
Chemical Exposure	3					1	3
Spill-Small/Medium size	3					1	3
Spill – Large size		2		3			6
Terrorism-Chemicals			1		2		2
Radiological Exposure		2			1		2
Terrorism-Radiological			1		2		2
Water contamination		2		3			6

**Table D.4
Vulnerability Matrix**

Technological Related Hazards	Probability of Occurrence			Vulnerability			RISK
	Likely (3)	Possible (2)	Unlikely (1)	High (3)	Moderate (2)	Low (1)	Rating Probability x Vulnerability
Electrical Failure	3			2			6
Natural Gas Failure			1		2		2
Fuel Shortage – Heating Diesel , Gasoline,		2			2		4
Fuel Shortage - Propane		2			2		4
Communications Failure		2		3			6
Information Systems Failure			2		2		4
Supply shortage - Food			1		2		2

V. Authorities & References

A. Plans

Laconia Hazard Mitigation Plan (2003) on file with the City Clerks Office

Appendix E

Resource Inventory

Resource Inventory Listing

Animals and Agricultural

Animal Feed Care & Equipment	<i>Names</i>	<i>Phone Numbers</i>
Veterinarians	Lakes Region Vet Hospital	524-8387
	Laconia Animal Hospital	524-0404
	Interlakes Animal Hospital	297-0707
	Cornerstone Equestrian Cntr	528-8551
Animal Control	NH Humane Society	524-3252
	Laconia Police Department	524-5252
Canine Unit	NH State Police	271-3636
	Laconia Police Dept.	524-5252
	Gilford Police Dept	527-4737
Kennels	Litterhof Kennels Gilford	524-7887
	Brich Hill Kennel Nrthfld	286-3901
	Four Paws Inn, Meredith	279-1197
	Lakes Region Vet Hospital	524-8387
Communications		
Mobile Command Center	<u>NHBEM</u>	<u>223-3630</u>
	<u>Lakes Region Fire M.A</u>	<u>524-2386</u>
	N H State Police.	800-852-3411
Radio Repair	Lily Pond Communications	524-3321
	<u>Ossipee Mountain Electronics</u>	476-5581
	Belknap Communications	286-8210
Communications Equipment	Lily Pond Communications	524-3321
	Lakes Region Fire M.A.	524-2386
	<u>Ossipee Mountain Electncs</u>	<u>476-5581</u>
	Belknap Communications	286-8210
Energy		
Generators	HK Power Sports	524-0100
	Kohler Generators	284-6807
	MB Tractor	286-4101
	Taylor Rental	528-5553
Diesel Fuel / Home Heating	Irving Oil (Diesel/Home)	524-7094
	Stafford Oil)Diesel/Home)	524-1480
	Dutile & Sons	524-5217

Diesel Fuel/Home Heating continued..	Foley Oil	800-660-1645
	A.D. & G Fuel(Diesel/Home	603-273-0293
	Fuller Oil	524-1421
	Johnson And Dix Diesel	800-660-7451
	Propane	
	Eastern Propane	800-479-4380
	Amerigas	524-2292
Irving Oil Co.	524-4332	
Energy North	800-698-6636	
Utilities	Keyspan (Gas)	800-833-4200
	NH Electric Co-op	800-343-6462
	PSNH (electric)	800-662-7764
Fire Fighting		
Divers	Lakes Region Fire MA	528-9111
	Fathom Divers	528-4104
	Dive Winnepesaukee	569-2120
	Granite State Scuba Diving	798-3456
	Laconia Fire Department	524-6881
National Guard	National Guard	528-4453
Mutual Aid Communities	<u>Alton</u>	<u>875-0222</u>
	Belmont	267-8333
	Gilford	527-4758
	Franklin	934-2205
	Meredith	279-6061
	Tilton-Northfield	286-4879
	Lakes Region Fire M. A	524-2386
Mutual Aid Centers - FIRE	Capital Area Dispatch	<u>225-3355</u>
	Lakes Region Fire M.A.	<u>524-3286</u>
Foam	Belmont Fire Dept	267-8333
	Gilford Fire Dept	527-4758
	Franklin Fire Dept	934-2205
	Pease International Tradeport	433-6088
	Lakes Region Fire M. A.	532-3286
Heavy Rescue	Franklin Fire Dept.	934-2205
	Lakes Region Fire M.A.	523-3286

Food and Water		
Food – Portable Drinks		
	Hannaford Supermarket	524-4629
	Shaws Supermarket	528-2929
	C.S. Wood Co.	528-2927
	Taylor Home	524-5600
	Vermont Pure Springs	800-525-0070
	National Guard (Water Buffalo)	528-4453
	Red Cross – Laconia	524-5414 (800-852-3388)
	Gilford Fire Rehab	LRFMA
	Corner Deli	528-2765
	Gilford Fire rehab	LRFMA
	D’ Angelo’s	524-6300
	Pizza Hut	524-7020
	Burger King	528-2553
	McDonalds	528-9394
	St Vincent de Paul	528-5863
Ice		
	Laconia Ice Co	524-2144
	Hannafords Supermarket	524-4629
	Valley Ice Co., Bartlett NH	800-374-6650
	Shaws Supermarket	528-299
Hazardous Materials		
HazMat Cleanup		
	LAKE – Sea Tow of NH	293-2203
	EPA	800-346-4009
	Clean Harbors	662-6626
	CYN Enviromental	800-4SPILL
	LAND: Clean Harbors	662-6625
	CYN Enviromental	800-41SPILL
	Dept. of Enviro. Services	LRFMA 523-2386
Absorbent Materials		
	HazMat team (via Concord FA)	225-3355 or LRFMA
	Laconia Trailer @ Lakeport	LRFMA 524-2386
	Belmont Trailer	LRFMA 514-2386
Health and Medical		
Medical Supplies		
	Merriam Graves Medical Pdcts	524-0333
	Lincare Inc	267-7406
	CVS	528-113
	Lifepius Inc	800-556-1116
	Brookes Pharmacy	

Pharmacy's/Drug Stores	Brooks	524-8221
	CVS Laconia	528-1113
	CVS Gilford	524-2640
	Flowers Med	524-4500
	Shaws/Osco	524-5240
Hospitals and clinics	Lakes Region General	524-3221
	Franklin Regional	934-2060
	Concord Hospital	225-2711
	Dartmouth Hitchcock	650-5000
	Laconia Clinic	524-5151
Helicopter Transport	Dhart MedFlight	650-4600
	Boston Medflight	800-323-8998
	US Coast Guard	436-4144
	NH State Police	271-3636
	NH Air National Guard	271-3636
Ambulance Companies/Paramedics	Best Care	527-9119
	CarePlus – Merrimack	424-8331
	Lakeside Ambulance	569-2080
	Lakes Region Fire M.A, Stewarts	524-2386 279-5901
Paramedics	Belmont Fire Dept.	267-8333
	Gilford Fire Dept	527-5748
	Stewarts Ambulance	279-5901
Body Bags	Lakes Region Fire Mutual Aid	524-3286
	Lakes Region General Hospital	527-2819
	Franklin Regional Hospital	934-2066
Morgues	Dewhurst Funeral Home	524-5742
	Lakes Region General Hospital	524-3211
	WilkinsonBeane Funeral Home	524-4300
Nurses	Care and Comfort Nursing	528-5020
	Community Health & Hospice	524-8444
	Interim Health Care	524-7212
Mass Care		
Shelters	Taylor Home	524-600
	Weirs Community Center	366-5185
	Laconia Community Center	524-9457

		Laconia Library	524-4775
		Salvation Army	524-1834
Shelters	Public Schools	Laconia School: Supertndt	528-4866
		Elm Street School	528-5229
		Pleasant Street School	528-9139
		Woodland Heights School	528-7986
		Middle School	524-7554
		High School	524-4308
Shelters	Private Schools/Churches	Holy Trinity	524-1442
		Our Lady of the Lakes	524-0677
		Good Shepherd	524-4078
Shelters	Homeless	Ozanam Place	524-1341
Public Information			
Media	Print	Laconia Citizen	800-564-3806
		Laconia Daily Sun	527-9299
		Concord Monitor	800-864-3415
		Weirs Times	366-8483
		NH Union Leader	800-562-8218
	Radio	WLNH-FM	524-1323
		WFTN-FM	524-7273
		WLKZ	524-0105
		WPKQ	356-356-7500
	Television	WMUR	279-9090
		WCSH	207-828-6666
		Metrocast Cable	524-4425
		Local Cable Channel 8	527-1270 City Manager
Public Works & Engineering			
Building Equipment		Gilford Home Center	524-1692
		Home Depot	286-9599
		Lowe's	
		Bradco Wicks Lumber	279-9711
		Boulia-Gorrell	524-1300
Contractors (site work) Includes Bulldozers/front end loaders		A.E. Mitchell	524-0790
		Piscopo Construction	524-2391
		Whitten Construction	524-2391
Contractor (Demolition)		A.E. Mitchell	524-0790
		Piscopos Construction	524-2391
		Whitten Construction	524-5044

	Guarino Construction	267-8273
	Spear Brothers	528-1035
Rubbish haulers	Bestway Disposal	524-5881
	Waste Management	744-8400
Fencing	Gilford Home Center	524-1692
	Home Depot	286-9599
	Lowes	
Gravel/Sand/Etc.	AE Mitchell	267-6400
	Laconia Public Works	527-1666
	RD Edmunds and Son	934-4929
	Tilton Sand and Gravel	267-9455
Cranes & Rigging	Beck & Bellucci	934-5296
	French's Tree and Crane	279-80070
	Reliable Crane Service	524-5271
	Winnepesaukee Construction	293-7768
Forklifts	Aavid Thermal Technologies	528-3400
	Irwin Marine	524-6661
	Precision Mechanical Contractors	524-2327
Tree Service	Bryer Enterprise	476-5775
	Kaar and Sons	528-2806
	Pauls Tree Service	524-1703
Welding	Hewitts Welding	528-3213
	Sleeper Welding	524-1597
	Custom Metal Fabricators	524-0054
Rental Services	Taylor Rental	524-5553
	Rent – A - Center	524-8052
	Rent One Plus	524-7120
Portable Toilets	Blow Brothers	800-427-6889
	Handy House(Port&Byron)	800-442-1286
	Country Cottage	524-5547
Engineers - Army		978-318-8087
Engineers – Civil	Allied Surveying	524-0159
	Steven Smith & Associates	524-1468

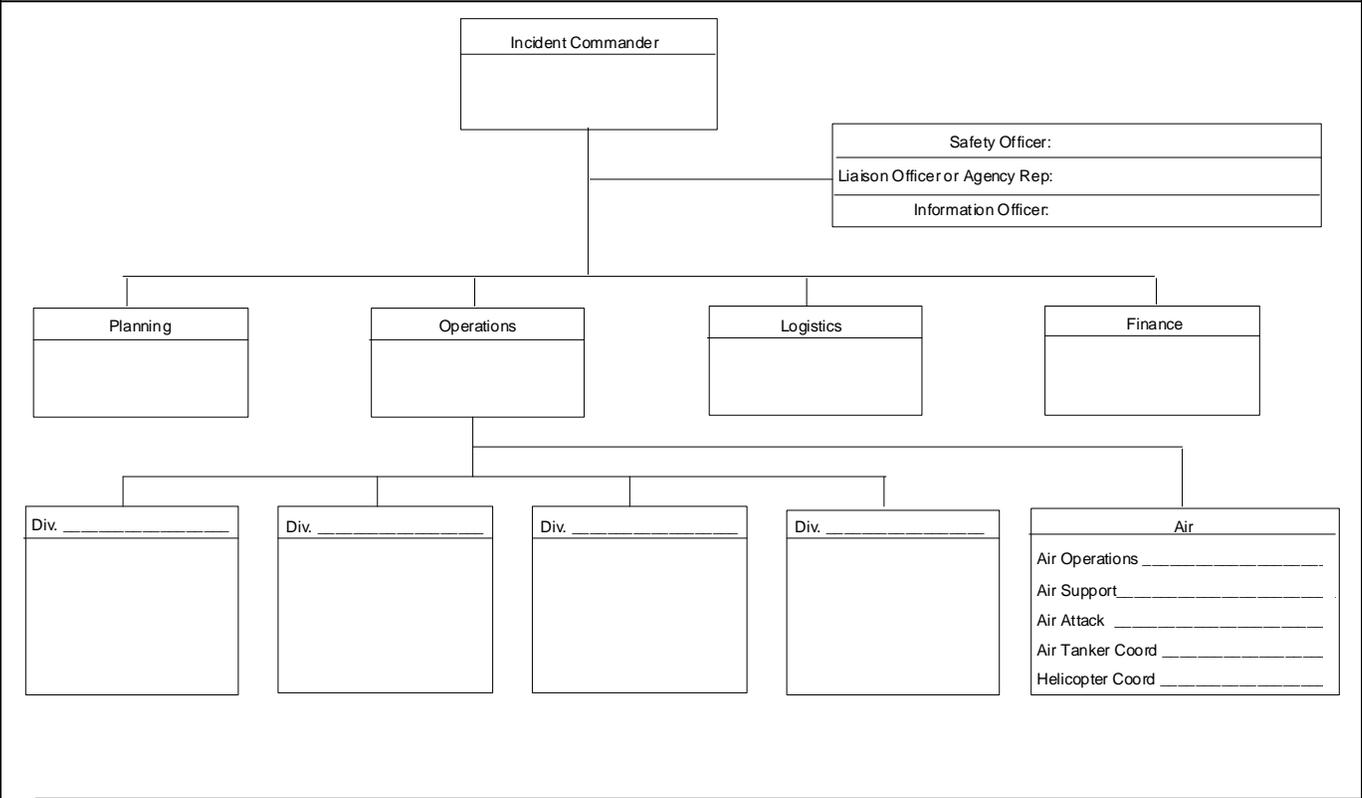
Engineers - Structural	Laconia Building Inspector	527-1624
	Bergeron, Edmond H.	356-6936
	Boucher Engineering Consultants.	269-3361
Transportation and Towing		
Mass Transportation	Bruce Transportation	524-1787
	Concord Trailways	800-639-3317
	First Student	524-1787
	Greater Laconia Transit	528-2494
Buses (small) and vans	Belknap County Nursing Home	527-5410
	Taylor Nursing Home	524-5600
	Laconia Parks & Recreation	524-5046
	Laconia Housing Authority	524-2112
	NH State Prison	528-9203
Taxis	AA Transport	524-0509
	Atlas Taxi	524-5336
	Best Taxi	524-0509
	Maggies	528-3488
	Mr. C's	267-7134
Towing	Al's Towing	524-7441
	Bertocchi's	528-1189
	Guibicki's	366-5402
	Lakes Region Towing	524-4143
	Marine Towing	866-525-3869
Volunteers and Donations		
Private Organizations	American Red Cross	524-5414 800-834-1501
	Salvation Army	528-8086
	St Vincent de Paul	528-5684
	Community Emergency Response Team (CERT)	Laconia PD 524-5252
Regional Public Health Planning	Lakes Region Partnership	528-2145

Appendix F ICS Forms

- **ICS 201** **Incident Briefing**
 - **ICS 202** **Incident Objectives**
 - **ICS 203** **Organization Assignment List**
 - **ICS 204** **Assignment List**
 - **ICS 205** **Incident Radio Communications Plan**
 - **ICS 206** **Medical Plan**
 - **ICS 215** **Operational Planning Worksheet**
-
- **Chronological Event Log**
 - **Shift Schedule**
 - **Incident Report**
 - **Transportation Resource Request**

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
	4. Map Sketch		

5. Current Organization



Page 1 of	6. Prepared by (Name and Position)
-----------	------------------------------------

INCIDENT OBJECTIVES	1. Incident Name	2. Date	3. Time
4. Operational Period			
5. General Control Objectives for the Incident (include alternatives)			
6. Weather Forecast for Period			
7. General Safety Message			
8. Attachments (mark if attached)			
<input type="checkbox"/> Organization List - ICS 203	<input type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)	
<input type="checkbox"/> Div. Assignment Lists - ICS 204	<input type="checkbox"/> Incident Map	<input type="checkbox"/>	
<input type="checkbox"/> Communications Plan - ICS 205	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/>	
9. Prepared by (Planning Section Chief)		10. Approved by (Incident Commander)	
INCIDENT OBJECTIVES	1. Incident Name	2. Date	3. Time

4. Operational Period

5. General Control Objectives for the Incident (include alternatives)

6. Weather Forecast for Period

7. General Safety Message

8. Attachments (mark if attached)

- | | | |
|--|---|----------------------------------|
| <input type="checkbox"/> Organization List - ICS 203 | <input type="checkbox"/> Medical Plan - ICS 206 | <input type="checkbox"/> (Other) |
| <input type="checkbox"/> Div. Assignment Lists - ICS 204 | <input type="checkbox"/> Incident Map | <input type="checkbox"/> |
| <input type="checkbox"/> Communications Plan - ICS 205 | <input type="checkbox"/> Traffic Plan | <input type="checkbox"/> |

9. Prepared by (Planning Section Chief)

10. Approved by (Incident Commander)

ORGANIZATION ASSIGNMENT LIST		Communications Unit	
1. Incident Name		Medical Unit	
		Security Unit	
		Food Unit	
2. Date	3. Time		
4. Operational Period		9. Operations Section	
Position		Name	
5. Incident Commander and Staff		a. Branch I - Division/Groups	
Incident Commander		Branch Director	
Deputy		Deputy	
Safety Officer		Division/Group	
Information Officer		Division/Group	
Liaison Officer		Division/Group	
6. Agency Representative		Division/Group	
Agency	Name	Division/Group	
		b. Branch II - Division/Groups	
		Branch Director	
		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
7. Planning Section		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		c. Branch III - Division/Groups	
Situation Unit		Branch Director	
Documentation Unit		Deputy	
Demobilization Unit		Division/Group	
Technical Specialists		Division/Group	
Human Resources		Division/Group	
Training		Division/Group	
		d. Air Operations Branch	
		Air Operations Branch Director	
		Air Attack Supervisor	
		Air Support Supervisor	
8. Logistics Section		Helicopter Coordinator	
Chief		Air Tanker Coordinator	
Deputy		10. Finance Section	
Supply Unit		Chief	
Facilities Unit		Deputy	
Ground Support Unit		Time Unit	

Procurement Unit	
Compensation/Claims Unit	
Cost Unit	
Prepared by (Resource Unit Leader)	

INCIDENT RADIO COMMUNICATIONS PLAN		1. Incident Name		2. Date/Time Prepared		3. Operational Period Date/Time	
4. Basic Radio Channel Utilization							
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks		
5. Prepared by (Communications Unit)							

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period				
	5. Incident Medical Aid Station							
Medical Aid Stations	Location			Paramedics		Yes	No	
6. Transportation								
A. Ambulance Services								
Name	Address		Phone		Paramedics		Yes	No
B. Incident Ambulances								
Name	Location			Paramedics		Yes	No	
7. Hospitals								
Name	Address		Travel Time		Helipad		Burn Center	
			Air	Ground	Yes	No	Yes	No
8. Medical Emergency Procedures								
Prepared by (Medical Unit Leader)				10. Reviewed by (Safety Officer)				

OPERATIONAL PLANNING WORK SHEET

1. Incident Name

2. Date Prepared

Time Prepared

3. Operational Period (Date/Time)

4. Division/ Group or Other Location	5. Work Assignments	Resource by Type (Show Strike Team as ST)																		6. Reporting Location	7. Requested Arrival Time		
		Engines				Water Tenders		Hand Crews		Dozers			Helicopters				Air Tankers					Other	
		1	2	3	4	1	2	1	2	1	2	3	1	2	3	4	1	2	3				
		Req																					
		Have																					
		Need																					
		Req																					
		Have																					
		Need																					
		Req																					
		Have																					
		Need																					
		Req																					
		Have																					
		Need																					
9. Total Resources - Single		Req																					
		Have																					
		Need																					
Total Resources - Strike Teams		Req																				Prepared by (Name and Position)	
		Have																					
		Need																					

Laconia NH - Emergency Shift Schedule

Date: __/__/__

“A” Shift Hours: __:__ to __:__

“B” Shift Hours: __:__ to __:__

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

INCIDENT REPORT

Community Information

Community: LACONIA		Event Name:
Name:	Title: Department:	Event Date: Time:
Primary Phone:	Secondary Phone:	FAX Number:

Description of Incident

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

Community EOC and Shelter Status

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

Comments

INCIDENT REPORT

Community Information

Community: LACONIA		Event Name:
Name:	Title: Department:	Event Date: Time:
Primary Phone:	Secondary Phone:	FAX Number:

Description of Incident

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

Community EOC and Shelter Status

Local EOC Activation?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Local Shelter Status?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Evacuees	Total Number of Opened Shelters: _____ Total Number of Evacuees in Private Shelters: _____ Total Number of Evacuees in Public Shelters: _____	

Comments

INCIDENT REPORT

Community Information

Community: LACONIA		Event Name:
Name:	Title: Department:	Event Date: Time:
Primary Phone:	Secondary Phone:	FAX Number:

Description of Incident

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

Community EOC and Shelter Status

Local EOC Activation?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Local Shelter Status?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Evacuees	Total Number of Opened Shelters: _____ Total Number of Evacuees in Private Shelters: _____ Total Number of Evacuees in Public Shelters: _____	

Comments

INCIDENT REPORT

Community Information

Community: LACONIA		Event Name:
Name:	Title: Department:	Event Date: Time:
Primary Phone:	Secondary Phone:	FAX Number:

Description of Incident

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

Community EOC and Shelter Status

Local EOC Activation?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Local Shelter Status?	Date Opened: _____ Date Closed: _____	Time Opened: _____ Time Closed: _____
Evacuees	Total Number of Opened Shelters: _____ Total Number of Evacuees in Private Shelters: _____ Total Number of Evacuees in Public Shelters: _____	

Comments

**STATE OF NEW HAMPSHIRE
 LOCAL GOVERNMENT SITUATION REPORT
 OFFICE OF EMERGENCY MANAGEMENT**

CITY Laconia COUNTY Belknap REPORT # _____ DATE _____.

REPORTED BY _____ TELEPHONE _____ TIME _____.

- 1. OVERALL EMERGENCY CONDITION** (a) N/A _____. (b) Minor _____. (c) Significant _____. (d) Major _____.
- 2. CASUALTIES** (provide latest cumulative figures) (a) Fatalities _____. (b) Injuries _____. (c) Missing _____. (d) None _____.
- 3. EOC ACTIVATION** (a) Closed _____. (b) Partial _____. (c) Full _____.
- 4. EMERGENCY ORDERS** (a) Emergency Declared _____. (b) Evacuation Ordered _____. (c) Driving Ban _____. (d) Curfew _____.
- 5. MUTUAL AID RECEIVED FROM** (a) Police _____. (b) Fire _____. (c) Public Works _____. (d) Medical _____. (e) Other _____.
- (describe) _____
- _____

6. SHELTER STATUS

- (a) Location _____ (b) Open/Closed (c) Managed By (Red Cross or Local) (d) # People _____.
- (a) Location _____ (b) Open/Closed (c) Managed By (Red Cross or Local) (d) # People _____.

7. DAM/RIVER STATUS _____

8. ROAD/BRIDGE STATUS

- Road(s)** (a) Blocked _____. (b) Washed out _____. (c) Flooded _____. (d) Closed (Give Location) _____.
- Bridge(s)** (a) Blocked _____. (b) Washed out _____. (c) Flooded _____. (d) Closed (Give Location) _____.

9. DAMAGE REPORT

	Minor*	Significant*	Major*		Minor*	Significant*	Major*
a. Residential	_____.	_____.	_____.	e. Sewer Plant	_____.	_____.	_____.
b. Business	_____.	_____.	_____.	f. Debris	_____.	_____.	_____.
c. Municipal Bldgs	_____.	_____.	_____.	g. Power Outages	_____.	_____.	_____.
d. Water Supply	_____.	_____.	_____.	h. Phone Outages	_____.	_____.	_____.

* Check one or give numbers if available

* Check one or give numbers if available

10. REMARKS:

11. ASSISTANCE REQUESTED:

Name/Title of Contact: _____ Telephone: _____.

Appendix G

NIMS Resolution

Resolution

Adoption of the National Incident Management System

It is resolved by the City of Laconia, New Hampshire that :

WHEREAS: Emergency response to critical incidents, weather natural or manmade, 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 the city of Laconia, NH to adopt the NIMS concept of emergency planning and unified command. It shall be further be the policy of the City of Laconia, NH to train public officials responsible for emergency management.

City Manager, City of Laconia, New Hampshire

Adopted this day of _____

Appendix H

Plan References

Plan References

AGENCY	PLAN	DATE
<p>City of Laconia, NH City of Laconia, NH</p>	<p>Hazards Mitigation Plan Dam Failure Plan (reference only)</p>	<p>2003</p>
<p>Laconia School Dept.</p>	<p>School Emergency Response Plan</p>	
<p>Laconia NH Water Works</p>	<p>Water Works Emergency Plan</p>	<p>2004</p>
<p>Dept. of Public Works</p>	<p>Emergency Response Plan Mutual Aid Assistance Plan</p>	
<p>Laconia Fire Dept.</p>	<p>Standard Operations Procedures (SOP's) Standard Operating Guidelines (SOG;s) Major Operations Plans Water Supply Protection Plan Motorcycle Week Operational Plan Weirs Emergency and Evacuation Plan Lakes Region Fire Mutual Aid Plan Mass Casualty Incident Plan (MCI)</p>	
<p>Laconia Police Dept.</p>	<p>Standard Operating Procedures (SOP's) Standard Operating Guidelines (SOG's) All Hazards Plan</p>	<p>2007</p>
<p>Public Health</p>	<p>Lakes Region Partnership for Public Health Emergency Preparedness and Response Plan All Hazards Planning Region 7</p>	
	<p>State of New Hampshire Point of Dispensing Guide</p>	

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