



NEW HAMPSHIRE

STATE EMERGENCY OPERATIONS CENTER

STATE EMERGENCY OPERATIONS PLAN (SEOP)

2019

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Foreword

This plan supersedes the previously issued State Emergency Operations Plan (SEOP) and provides a flexible framework for operations in the State of New Hampshire. The SEOP describes the system that will be used by the State of New Hampshire to prevent, prepare for, respond to, and recover from an emergency or disaster. It also identifies and assigns specific areas of responsibility for coordinating resources to support the State's response to an emergency or disaster. The SEOP is an all hazards plan developed to address the State's unique natural, technological and human-caused hazards.

The New Hampshire, Department of Safety, Division of Homeland Security and Emergency Management is delegated the responsibility and authority to respond to emergencies and disasters by the Governor via New Hampshire Revised Statutes Annotated (RSA) Title 1 Section 21 Paragraph 37. The SEOP is intended, in all instances, to be consistent with the National Incident Management System (NIMS).

All agencies and organizations assigned a responsibility under this plan shall maintain a level of preparedness to support its implementation to include the establishment of written policies and procedures, training of personnel, and participation in emergency exercises.

The SEOP is considered a living document and shall be continuously updated and revised to reflect lessons learned during incident response or exercise play. Stakeholders should direct comments, edits, and questions to New Hampshire Homeland Security and Emergency Management.

Jennifer L. Harper, Director

New Hampshire Department of Safety

Division of Homeland Security and Emergency Management



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Certificate of Adoption and Approval

A Resolution Adopting and Approving the State of New Hampshire 2019 Emergency Operations Plan

WHEREAS, the State of New Hampshire has historically experienced damages from hazardous events and continues to be vulnerable to natural, technological, and human-caused incidents which could potentially result in the loss of life, damage to property and the environment, economic hardship, and threats to public health and safety;

WHEREAS, the State of New Hampshire Emergency Operations Plan provides a mechanism for effectively responding to and stabilizing incidents involving natural, technological, or human-caused incidents;

WHEREAS, this Plan is prepared in accordance with NH RSA 21-P: 52 relative to the incorporation of the National Incident Management System and utilizing a statewide Incident Command System;

WHEREAS, the stated purpose of this plan and associated supporting documents is to identify and implement a system of management and coordination for the prevention, mitigation, protection, response, and recovery activities associated with all hazards;

WHEREAS, this plan represents the State's best intentions to manage incidents within the framework of statewide cooperation and coordination;

WHEREAS, the State of New Hampshire's Emergency Management Program encompasses all organizations, agencies, and individuals having responsibility for the activities contained in this plan.

NOW THEREFORE, I, CHRISTOPHER T. SUNUNU, GOVERNOR of the State of New Hampshire, do hereby declare the adoption and approval of the State of Emergency Operations Plan 2019.

IT IS HEREBY ORDERED the respective agencies and officials identified within this plan are directed to pursue the actions assigned to them to protect lives, property, the environment, limit economic impact, stabilize the incident, and begin the recovery process following an incident. This plan nullifies and supersedes all previous versions of the State Emergency Operations Plan.

APPROVED and SIGNED this _____ day of _____ 2019

Christopher T. Sununu, Governor
State of New Hampshire



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Letter of Agreement

By signing this Letter of Agreement (LOA), State of New Hampshire departments, agencies, and other organizations commit to:

1. Supporting the State Emergency Operations Plan (SEOP) concepts, processes, and structures and carrying out their assigned functional responsibilities to ensure effective and efficient emergency management, including designating representatives to staff interagency coordinating structures, as required;
2. Providing cooperation, resources, and support in the implementation of the SEOP, as appropriate and consistent with their own authorities and responsibilities;
3. Cooperating with appropriate state emergency management leadership including the State Coordinating Officer (SCO), Governor's Authorized Representative (GAR), and other resource coordinators, as appropriate and consistent with their own authorities and responsibilities;
4. Modifying existing interagency and agency incident management and emergency response plans to facilitate compliance with the SEOP;
5. Forming and maintaining emergency management partnerships with state, local, and regional entities, the private sector, and non-governmental organizations (NGOs);
6. Utilizing department and agency-specific authorities, resources, and programs to facilitate incident management activities in accordance with the SEOP;
7. Developing, exercising, and refining state and regional capabilities to ensure sustained operational readiness in support of the SEOP;
8. Appropriately implementing the National Incident Management System (NIMS) and participating in the statewide Incident Command System as outlined in RSA 21-P:52;
9. Ensuring all department, division, and agency specific emergency management plans and programs are integrated and coordinated with the State to the greatest possible extent as outlined with RSA 21-P:37, as well as participate in the update of this plan and related procedures.

Christopher T. Sununu, Governor
State of New Hampshire

Date



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Signatory departments and agencies follow:

Christopher M. Keating, Director Administrative Office of the Courts	Date	Charles M. Arlinghaus, Commissioner Department of Administrative Services	Date
Shawn N. Jasper, Commissioner Department of Agriculture, Markets and Food	Date	Gerald H. Little, Commissioner Banking Department	Date
H. Taylor Caswell, Commissioner Department of Business and Economic Affairs	Date	Charles J. Saia, Executive Director Commission on Disability	Date
Helen E. Hanks, Commissioner Department of Corrections	Date	L. Frank Edelblut, Commissioner Department of Education	Date
George N. Copadis, Commissioner New Hampshire Employment Security	Date	Robert R. Scott, Commissioner Department of Environmental Services	Date
Glenn D. Normandeau, Executive Director Fish and Game Department	Date	Patrick Tufts, President & CEO Granite United Way	Date
Kerrin A. Rounds, Acting Commissioner Department of Health and Human Services	Date	Ahni N. Malachi, Executive Director Human Rights Commission	Date
Denis C. Goulet, Commissioner Department of Information Technology	Date	John R. Elias, Commissioner Insurance Department	Date
Gordon J. MacDonald, Attorney General Department of Justice	Date	Kenneth D. Merrifield, Commissioner Department of Labor	Date



Joseph W. Mollica, Chairman Liquor Commission	Date	Charles R. McIntyre, Executive Director Lottery Commission	Date
Major General David J. Mikolaities, The Adjutant General New Hampshire National Guard	Date	Sarah L. Stewart, Commissioner Department of Natural and Cultural Resources	Date
Jared S. Chicoine, Director Office of Strategic Initiatives	Date	Geno J. Marconi, Director Pease Development Authority, Division of Ports and Harbors	Date
Timothy J. Merrill, Chief Executive Officer Police Standards and Training Council	Date	David L. Grosso, Executive Director Office of Professional Licensure and Certification	Date
Dianne H. Martin, Chairwoman Public Utilities Commission	Date	George P. Lagos, Executive Director Retirement System	Date
Lindsey M. Stepp, Commissioner Department of Revenue Administration	Date	Robert L. Quinn, Commissioner Department of Safety	Date
William M. Gardner, Secretary Secretary of State	Date	William F. Dwyer, State Treasurer State Treasury	Date
Victoria F. Sheehan, Commissioner Department of Transportation	Date	Margaret D. LaBrecque, Commandant Veterans Home	



Record of Changes

Any user of this plan is encouraged to recommend changes that the user feels may enhance or clarify a particular portion of this plan. Suggested changes should be submitted to the Division of Homeland Security and Emergency Management (HSEM) at HSEMplanning@dos.nh.gov

Description of Change	Plan Date	Completed by
Reformatted, revised, and updated complete plan and annexes	December 2014	Contracted Entity
Annual Update	July 2015	HSEM
Entire Plan update. Addition of new ESF's	September 2019	HSEM



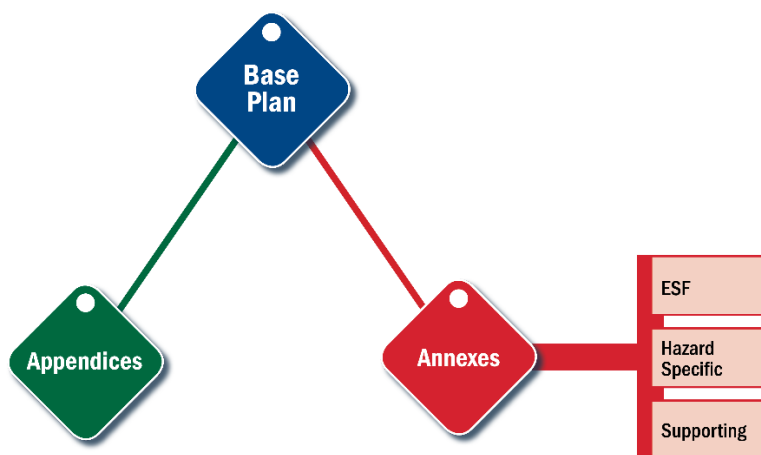
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Construct of the Plan

This plan is organized to align with the operational structure and makeup of the New Hampshire State Emergency Operations Center (SEOC) and the state's overall Emergency Management Program. The Emergency Management Program is the system providing management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities.

This plan provides general information as well as specific operational roles and responsibilities for select SEOC sections, branches, Emergency Support Functions (ESFs), and Recovery Support Functions (RSFs). This plan includes the below base plan, appendices and annexes.



Base Plan

The Base Plan describes the structure and processes designed to integrate the efforts and resources of the federal, state, and local governments, the private sector, and non-governmental organizations (NGOs) in response to and short-term recovery from natural, human-caused, and technological threats and/or hazards. The Base Plan includes planning assumptions, roles and responsibilities, Hazard Identification and Risk Assessment (HIRA), concept of operations, incident management actions, and plan administration and maintenance instructions. The Plan also describes services provided by governmental agencies; how resources are mobilized; methods for activating, responding to, and carrying out emergency operations, processes, and information regarding resources and mutual aid.

Appendices

The Appendices include Acronyms, Glossary, and Authorities and References.

Annexes

Emergency Support Function (ESF) Annexes - ESF Annexes identify the lead and support agencies for each function. The annexes also describe expected mission execution for each emergency management mission area and identify tasks assigned to members of the ESF.

Hazard Specific Annexes - Describe the policies, situation(s), concept of operations, and responsibilities for specific incidents/hazards as well as any special or unique policies or actions required.

1. Radiological Emergency Response Plan for Nuclear Facilities
2. Cyber Disruption Plan

Supporting Annexes - Describes the framework through which the State and local departments and agencies, the private sector, non-profits, and NGOs coordinate and execute the common emergency management program strategies. The actions described in the support annexes apply to all-hazards.

1. State Hazard Mitigation Plan
2. Continuity of Operations Plan
3. Distribution Management Plan
4. Recovery Annex



Section 1: Overview

Introduction

The State of New Hampshire (NH) State Emergency Operations Plan (SEOP) was developed by the NH Department of Safety (DOS), Division of Homeland Security and Emergency Management (HSEM) to establish a framework through which the State prevents, protects, prepares for, responds to, recovers from, and mitigates the impacts of natural, technological, and human-caused disasters and emergencies that could adversely affect the health, safety, and/or general welfare of residents and visitors of the State. HSEM prepared this plan with cooperation from lead ESF agencies that provide essential program functions, while following guidance from FEMA's Comprehensive Preparedness Guide (CPG) 101, Version 2.0.

The SEOP has the full force and effect of the law as promulgated by the Governor (NH RSA 21-P: 37). The SEOP provides for an integrated and coordinated local, state, regional, federal, and NGO response. The SEOP is always in effect, and elements can be implemented at any level, at any time. In accordance with RSA 21-P:37, every effort has been made for this plan and the State's Emergency Management Program, as a whole, to be integrated into and coordinated with emergency management plans of the federal government, state plans, as well as local communities within the state, to the greatest extent possible.

The Advisory Council on Emergency Preparedness and Security (ACEPS) helps to ensure this integration pursuant to RSA 21-P: 48. ACEPS advises the governor on issues involving the State's ability to respond to natural, technological, and human-caused disasters, and the preparation and maintenance of a state disaster plan in conformance with any federal regulation or law. ACEPS serves the function of the State Emergency Response Commission (SERC) and the Centers for Disease Control's state public health emergency preparedness committee. The council periodically reports to the Governor, Senate President, and the Speaker of the House on any recommendations that pertain to the state's preparedness and the ability to respond to natural, technological, and human-caused incidents.

Stakeholder involvement was stressed throughout the planning process, including communication with lead and support agencies for Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs), as well as other coordinating and cooperating agencies. This plan also builds on the efforts of the State Multi-Hazard Mitigation Planning Committee, as well as the efforts of the agencies and individuals involved in the update to the Threat and Hazard Identification and Risk Assessment and annual Stakeholder Preparedness Review (THIRA/SPR).

Although titled "State Emergency Operations Plan," this document and its associated annexes are designed to cover all five-mission areas of emergency management as described in the National Preparedness Goal. These five mission areas include prevention, protection, response, recovery and mitigation. Each mission area overlaps another, as emergency management activities can occur in specific phases, in any combination, and may repeat. This plan is a compilation of emergency information considered necessary to address the types of incidents that could affect the State of New Hampshire. Information necessary to respond to special threats and hazards (i.e. Radiological and Cybersecurity) are contained in incident specific Annexes to this plan.



This document does not contain resource inventories or personnel directories; that information is maintained by each agency. This plan is designed to inform the reader about the actions that are planned and the entities and/or personnel involved. It may also include information relative to when and where emergency management mission area actions will be concentrated. Each participating organization, private or governmental, must depend on its own expertise to develop standard operating guidelines or procedures describing how it will carry out respective assignments.

Goals and Objectives

The major goals of this plan are the preservation of life, protection of property, protection of the environment, participation of the whole community, and continuity of operations. These goals are consistent with the National Incident Management System (NIMS) and the National Response Framework (NRF).

The overall objective of the SEOP is to ensure the effective and efficient management and coordination of incident efforts by coordinating operations, ensuring a common operating picture, and managing resources between all levels of government in support of on-scene operations throughout all mission areas of emergency management. This includes:

1. Coordinating emergency operations throughout the state.
2. Coordinating activities with appropriate federal, state, county, local, NGO, and private entities.
3. Responding to requests for resources and support.
4. Establishing priorities and de-conflicting demands for resources and support.
5. Coordinating any mutual aid, Emergency Management Assistance Compact (EMAC), and International EMAC (IEMAC).
6. Activating and using communications systems.
7. Preparing and disseminating fully accessible emergency public information, warnings, and alerts.
8. Collecting, evaluating, and disseminating damage information and other essential incident-related data.
9. Restoring essential services.



Purpose

1. The SEOP establishes the policies and procedures by which the State will coordinate efforts across all mission areas to handle incidents through its Emergency Management Program.
2. The SEOP describes the basic strategies, assumptions, operational goals, objectives, and mechanisms through which the State will coordinate, prioritize, and mobilize resources and conduct activities to guide and support local emergency management efforts through prevention, protection, preparedness, response, recovery, and mitigation.
3. To facilitate effective operations, the SEOP follows NIMS, the Incident Command System (ICS), and the ESF structure as outlined in the NRF.
4. The SEOP establishes interagency and multi-jurisdictional mechanisms for state government involvement in coordinating incident support activities. This includes coordination structures and processes for incidents requiring:
 - a. State support to local governments, federal support to a state response, State/Territory-to-State/Territory, State-to-Canadian Province, and/or Canadian Province-to-State support.
 - b. The exercise of state authorities and responsibilities, as appropriate under the law.
 - c. Public and private sector incident management integration.
 - d. The coordination, administration, and integration of emergency management plans and programs of federal and state agencies in support of local governments.

Scope

1. The SEOP follows an all-hazards approach in planning for a wide range of complex and ever-changing threats and hazards that could affect the State of New Hampshire as identified in the HIRA and THIRA.
2. The SEOP calls for regularly scheduled exercises and training to identify and enhance the capabilities of the State and relevant stakeholders when managing incidents. It defines the responsibilities of state agencies, NGOs, and partners from both the public and private sector. In addition, the SEOP:
 - a. Recognizes and incorporates the various jurisdictional and functional authorities of state departments and agencies, local governments, and private sector organizations during an incident.
 - b. Covers the full range of complex and constantly changing requirements in anticipation of, or in response to, threats or acts of terrorism, major disasters, and other incidents.
3. The SEOP is an operations-based plan that follows NIMS, ICS, and NRF guidelines, incorporates the ESFs, other support agencies, as well as incident-specific actions. For the purposes of this program, the essential functions provided by the State of New Hampshire are those provided by the lead agencies of the identified ESFs and RSFs.



4. The SEOP does not develop logistics, techniques, methodologies, or implementation strategies that are components of organizational procedural manuals. Development of Standard Operating Procedures (SOPs) and/or Standard Operating Guidelines (SOGs) is the responsibility of each individual agency identified within the SEOP.
5. The SEOP applies to all state departments and agencies that may be requested to provide assistance or conduct operations before, during, or after actual or potential incidents. In carrying out the provisions of RSA 21-P:44, "...the Governor, executive heads of state agencies, and local executive officers of the political subdivisions of the State shall utilize the services, equipment, supplies, and facilities of existing departments, offices, and agencies of the State and its political subdivisions to the maximum extent practicable. The officers and personnel of all such departments, offices, and agencies are directed to cooperate with and extend such services and facilities to the Governor and to the emergency management organizations of the State upon request."

State Profile

This section of the Plan provides a synopsis of the vital statistics for the State of New Hampshire.

Geography

The State of New Hampshire is located in the northeastern section of the United States. The total area of the state is 9,304 square miles—composed of 9,027 sq. mi. of land, 277 sq. mi. of inland water, and an 18-mile coastline. NH is bordered on the north by the Canadian Province of Québec, on the east by Maine and the Atlantic Ocean, on the south by Massachusetts, and on the west by Vermont. The geographic center of the State is located in Belknap County, approximately 3 miles east of the Town of Ashland. The state capital is Concord, which is located in Merrimack County. New Hampshire is one of six New England states, the others being Maine, Massachusetts, Vermont, Rhode Island, and Connecticut. Five of New England's major rivers originate in New Hampshire:

1. The Connecticut River rises less than a mile south of the Canada/US border and flows south through New Hampshire into Massachusetts and then Connecticut.
2. The Merrimack River originates where the Pemigewasset meets the Winnepesaukee in Franklin, NH.
3. The Piscataqua River starts in Dover where the Cocheco River and Salmon Falls River meet.
4. The Androscoggin River originates from the Umbagog Lake near Errol, NH, near the New Hampshire/Maine border.
5. The Saco River's source is in Crawford Notch and flows easterly into Maine.

Government

The State's Executive Branch is headed by a Governor and five administrative officers called Executive Councilors. The Governor is elected for a two-year term. The New Hampshire bicameral legislature (General Court), consists of 24 Senators and 400 Representatives, all elected for two years. The State elects two Senators and two Representatives to the U.S. Congress and has four electoral votes.



New Hampshire, like other New England States, is also unique for its tradition of local town meetings. In many towns, residents vote directly on municipal and school budgets and can propose and amend warrant articles. New Hampshire is among the few states in the Nation that utilizes a strong, local government rather than a predominately-county government structure.

Economy

Three industries drive the State's economy: Smart Manufacturing/High Technology (SMHT), Tourism and Health Care Fields. SMHT's primary focus is using high-tech equipment to produce electronic components. There are a variety of biomedical research facilities in New Hampshire, along with numerous hospitals and other healthcare facilities. When it comes to tourism, many visitors and residents enjoy the State's beaches, mountains, and lakes. The largest lake, Winnepesaukee, dotted with 274 inhabitable islands, provides many opportunities for fishing and water recreation sports. Along the Atlantic shore, 18mi (29 km) of curving coastline boasts beaches (many state-owned) which attract vacationers.

Demographics

Population

According to the US Census Bureau and the NH Office of Strategic Initiatives (OSI), in 2010 the total estimated population of New Hampshire was 1,316,470 million persons. The State is divided into 10 counties, 13 cities, 221 towns, and 22 unincorporated places. County populations range from as few as 32,961 residents in Coos County to 400,721 in Hillsborough County. City and town populations range from as few as 41 residents in Hart's Location to 109,565 in Manchester.

Age

According to OSI, there are approximately 325,802 thousand New Hampshire residents (24.7% of the population) under the age of 19 and 178,268 residents (13.5% of the population) over the age of 65.

Access and Functional Needs

According to the University of New Hampshire, Institute on Disability, about one out of every eight NH residents report having a disability. Access and Functional Needs (AFN) need to be taken into consideration in accordance with the Public Health Service (PHS) Act and the American with Disabilities Act (ADA) for incident preparedness, mitigation, response, and recovery actions. Access Needs are populations whose members may or may not have a disability or need access related to Communication, Mobility and Services. Functional Needs are populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: communication, maintaining health, independence, support, safety and self-determination, and transportation. Individuals in need of additional response assistance may include people with disabilities, people who live in institutionalized settings, elderly, children, people from diverse cultures, and people with limited English proficiency, non-English speaking, and transportation disadvantaged.

Education

Among the State's institutions of higher learning are the University System of New Hampshire (five colleges/universities), the Community College System of New Hampshire (seven colleges/institutes), and over a dozen additional private colleges, universities, and institutes of higher education.



The State's Department of Education (DOE) currently recognizes approximately 489 public and charter schools, as well as 134 non-public schools. The public schools are administered by 96 district-level School Administrative Units (SAU).

Language

According to the U.S. Census Bureau, the primary language spoken in New Hampshire is English. The other top ten most common languages are French, Spanish, Portuguese, Chinese, German, Greek, Hindi, Italian, Russian, and Arabic. The US Census Bureau estimates 2.4% of the population over five years old, speaks English "less than very well."

Hazard Analysis

Hazard Analysis Information is derived from the 2018 HIRA and the 2018 THIRA as described below.

Hazard Identification and Risk Assessment (HIRA)

The State's Multi-Hazard Mitigation Plan (SHMP) contains a comprehensive HIRA that reviews the hazards that have affected or have the potential to affect the State of New Hampshire. The SHMP and HIRA are updated every five years per federal requirements. The SHMP also contains information on the history of hazards, potential for future hazards, as well as the plan for how the State will lessen the likelihood of any impacts of hazards, decrease the need for preparedness, and create a more resilient community. For further information on hazards, please refer to the [State of New Hampshire Multi-Hazard Mitigation Plan Update 2018](#).

2018 SHMP Identified Hazards		
Natural Hazards	Technological Hazards	Human-caused Hazards
<ul style="list-style-type: none"> • Avalanche • Coastal Flooding • Inland Flooding • Drought • Earthquake • Extreme Temperatures • High Wind Events • Infectious Diseases • Landslide • Lightning • Severe Winter Weather • Solar Storm and Space Weather • Tropical and Post-Tropical Cyclones • Wildfire 	<ul style="list-style-type: none"> • Aging Infrastructure • Conflagration • Dam Failure • Hazardous Materials • Known and Emerging Contaminates • Long Term Utility Outage • Radiological 	<ul style="list-style-type: none"> • Cyber Event • Mass Casualty Incident • Terrorism/Violence • Transport Accident

Note: Hazards are alphabetized within categories, and not in priority order

Threats and Hazards Identification and Risk Assessment (THIRA)

The THIRA is an annual analysis of the threats and hazards that the State could potentially face based on specific probable scenarios. This document is then used to inform the Stakeholder Preparedness Review (SPR) and evaluate the State's preparedness to the worst probable scenario

for a given hazard. For further information on threats and hazards, please refer to the THIRA/SPR. Per Federal requirements, the THIRA is updated every 3 years and the SPR is updated annually.

These documents are utilized during the planning process to inform stakeholders and planning committee members of the threats and hazards that could affect the State of New Hampshire, as well as the potential impacts and effects of those hazard events. High frequency and/or high consequence threats and hazards may necessitate additional planning requirements, the creation of incident-specific annexes, or the involvement of subject matter experts.

2019 THIRA Threats and Hazards		
Natural Hazards	Technological Hazards	Human-Caused Hazards
<ul style="list-style-type: none"> • Flood • Hurricane / Typhoon • Winter Storm / Ice storm • High Wind Event 	<ul style="list-style-type: none"> • Hazmat Release – Chemical • Known and Emerging Contaminates • Aging Infrastructure 	<ul style="list-style-type: none"> • Active Shooter • Cyber Attack • Explosive Devices • Fire—Structural

Note: Hazards and threats are alphabetized within categories and not in priority order

Assumptions

1. An incident can occur with little or no warning, at any time, in any area of New Hampshire and can escalate more rapidly than the ability of any single local or state response organization to address it.
2. Local governments have existing emergency management resources, plans, and procedures already in place.
3. When an incident or event occurs, local governments will utilize their own resources first, augmented as needed by resources available through community-to-community mutual aid. Local governments will only request state assistance in the event that an incident exceeds or is expected to exceed local capabilities.
4. State officials, agencies, and partners understand their roles and responsibilities under the SEOP and maintain appropriate procedures and a state of readiness.
5. The State has resources and expertise that can be used to supplement local efforts. Federal assistance will be requested to support state and local efforts if an incident exceeds state and local capabilities.
6. Organizations tasked with responsibilities in the SEOP are familiar with the plan and have developed internal plans, policies, and procedures to carry out those responsibilities.
7. An incident may threaten human life, cause property and/or environmental damage, as well as have economic impacts to individuals, governments, and the business community.
8. Day-to-day functions, which do not contribute directly to the emergency operation, may be suspended for the duration of the emergency/disaster. Resources that would normally be required for those daily functions will be redirected to perform tasks in support of the emergency response.



9. Citizens and visitors of the State of New Hampshire expect government officials to keep them informed and to provide guidance and assistance in the event of an incident. Information must be accessible to all stakeholders, including government agencies and the public.
10. All State departments and agencies will support the SEOP to the level of their abilities, resources, and expertise.
11. A large-scale emergency or disaster will generate widespread media and public interest.
12. A large-scale emergency or disaster may be a prolonged event that requires an extended commitment of resources.



Planning Methodology

The 2019 SEOP Plan is an update to the 2015 SEOP and incorporates changes to the THIRA/SPR and includes adjustments for demographic changes. It incorporates updates to the National Planning Framework, as well as lessons learned from After Action Reports and Improvement Plans (AAR/IPs) from exercises and activations. This plan follows the process set forth in CPG 101 and the six steps for planning:

1. Form a Collaborative Planning Team
2. Understanding the Situation – Vulnerability and Resilience
3. Determining Goals and Objectives
4. Developing the Plan
5. Plan Preparation, Review, and Approval
6. Implementing, Reviewing, Revising, and Maintaining the Plan

The planning process included a review of the 2015 SEOP, State Multi-Hazard Mitigation Plan Update 2018; 2018 THIRA/SPR and 2019 THIRA; numerous federal, state, and local plans, as well as additional resources and information available to planners. Each section of the 2019 SEOP was reviewed and updated according to new information, trainings and exercises, events and incidents over the past several years. The SEOP was updated utilizing a deliberate planning process that incorporated the following philosophies and actions:

1. Planning occurs before, during, and after incidents.
2. Planning occurs based upon experience gained in real world events, drills and exercises, or based on plausible hypothetical scenarios of the hazards identified in the HIRA and THIRA.
3. Time is available for planning.
4. Emergency Management Stakeholders participate in planning activities, such as attending meetings, providing review and comments on elements of the plan, and participate in telephone conversations related to the plan.
5. Supporting plans and procedures are developed.
6. Plans are developed to better align with each other.



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Section 2: Concept of Operations

Overview

The Concept of Operations describes the sequence and scope of the planned emergency response. The New Hampshire Division of Homeland Security and Emergency Management (HSEM) is responsible for coordinating emergency management activities in the state. These activities support the following priorities:

1. Minimize injury and loss of life.
2. Minimize property damage.
3. Minimize adverse environmental and economic impact.
4. Provide for the immediate needs of disaster victims.
5. Acquire and assess emergency information and disseminate essential intelligence.
6. Restore essential utilities and functions.
7. Establish operational area-wide resource coordination and management operations.
8. Provide timely and accurate information to the public regarding emergency actions.
9. Oversee the disaster management process throughout the impacted area in conjunction with other regional, state and federal agencies, and private sector.

A premise of emergency management is that all incidents begin locally, and the initial response is by local jurisdictions. Local emergency response resources should be utilized first before requesting additional resources and assistance from mutual aid agreements or the State; however, this is dependent on the scope of the incident. Local incident command structures are responsible for directing on-scene emergency responders and maintaining command and control of incident operations, unless it exceeds their capability.

EOCs provide central locations for operational information sharing and resource coordination in support of on-scene efforts. EOCs aid in establishing priorities for the incident, resolving agency policy conflicts, and providing strategic guidance to support incident management activities.



Emergency Management Mission Areas

The State of New Hampshire recognizes that most emergencies occur with little or no advance warning, requiring near immediate commitment and deployment of all obligated resources and personnel. The coordination of this response is achieved through five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. While not every disaster or emergency will require coordination through all the mission areas, general response activities and emergency operations are accomplished through area-specific objectives.

Prevention

Prevent, avoid or stop an imminent, threatened or actual act of terrorism and usually involves the following actions:

1. Heightened inspections;
2. Improved surveillance and security operations;
3. Investigations to determine the full nature and source of the threat;
4. Public health surveillance and testing processes;
5. Immunizations;
6. Isolation/Quarantine;
7. Law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity.

Protection

Protect citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the State's interests, aspirations, and way of life to thrive. Protection can involve the following actions:

1. Emergency operations planning, training, exercises, and updates;
2. Identification of gaps and development of capabilities;
3. Public information, education, and outreach;
4. Development and inclusion of volunteers and NGOs;
5. Participation in mutual aid agreements and interstate/international compacts;
6. Incident Action Planning;
7. Support to local jurisdictions.



Mitigation

Reduce the loss of life and property by lessening the likelihood and/or impacts of future incidents.

Mitigation actions may involve the following:

1. Risk reduction through increasing protection of infrastructure and resources;
2. Reduction of impact on infrastructure by elevating, relocating, or retrofitting;
3. Update of local zoning and codes for future buildings and facilities;
4. Educating governments, businesses, and the public on measures they can take to reduce the likelihood/impacts of hazards.

Response

Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident.

1. Pre-Impact Response Phase: Hazard Control and Assessment. The State will identify and assess the threat or hazard and begin to select control and mitigation strategies. Primary operational priorities may include:
 - a. Dissemination of accurate and timely emergency public information and warnings;
 - b. Intelligence gathering and assessment of the evolving situation;
 - c. Resource allocation and coordination;
 - d. Incident access and control.
2. Impact Response Phase: Protective Action Implementation. In this phase, the State will select protective actions appropriate to the evolving situation and deploy additional primary and support resources. Operational priorities may include:
 - a. Dissemination of accurate and timely emergency public information and warnings;
 - b. Situational Assessment;
 - c. Law Enforcement, EMS, Firefighting, Search and Rescue, Public Health, and Hazardous Materials Response;
 - d. Evacuation or shelter in place;
 - e. Coordination of resources and mutual aid.
3. Assessment and Allocation of Short-Term Needs: Short-term operational needs are determined and dependent upon actions and assessments during the Impact Response Phase. These operations often transcend the response and recovery phases. Short-term needs may include:
 - a. Dissemination of accurate and timely emergency public information and warnings;
 - b. Situational Assessment;
 - c. Mass Care (Feeding and Shelter Operations);



- d. Access and Security;
- e. Public health efforts such as decontamination;
- f. Determination of need for (continued) mutual aid.

Local governments are generally expected to meet the immediate basic health and safety needs of residents in the event of an incident. State and/or Federal resources may supplement those of the local government if the needs exceed the response capability of the local government and mutual aid resources. The State may provide specialized resources needed by local governments and will assist when the scope of the incident is widespread and there is a clear need for a centralized incident management and resource allocation.

Recovery

Recovery focuses on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and the environmental fabric of communities affected by an incident.

The federal emergency recovery process is initiated when the President of the United States issues a Presidential Disaster Declaration (PDD). This declaration makes a series of Federal Disaster Assistance programs available to aid the State in its recovery until the return of normal operations. The basis for the declaration is the determination by the President that the incident is of such severity and magnitude that the associated response is beyond state and local capabilities. In the event federal assistance is required, the State Coordinating Officer (SCO) (or designee) will interface directly with representatives of the federal government. If the SCO determines that the span-of-control needs to be expanded, a Deputy SCO may be designated to ensure coordination between federal and state agency representatives and to anticipate any needs or conflicts in response or recovery as the incident progresses. Recovery actions can include the following:

1. Physical restoration of essential services, facilities, and infrastructure;
2. Facilitating processes and application for recovery funding sources;
3. Coordinating and assisting with recovery of other community and social services; and
4. Assisting as necessary with economic recovery and stabilization.



Incident Coordination Locations/Facilities

Local Emergency Operations Centers (LEOCs)

Communities in New Hampshire operate Local Emergency Operations Centers that coordinate resources to support local response to an incident affecting their community. LEOCs typically coordinate with the SEOC to obtain and share situational awareness and make requests for state and federal resources. Not all LEOCs will be activated for every incident, and the need to activate them is incident dependent.

A LEOC can provide interagency coordination, executive decision-making, and strategic incident management activities in support of an incident/emergency. When the resources of the local jurisdiction are overwhelmed, the LEOC can request resources through the SEOC.

State Emergency Operations Center (SEOC)

The SEOC serves as the central point of coordination for state-level emergency management and response activities. The SEOC is managed by HSEM as the Lead Agency for ESF 5. The Director of HSEM (or designee) determines the appropriate activation level for the SEOC. The SEOC may be activated to coordinate state-level response to an emergency or in response to a large-scale planned event where state resources must be mobilized to ensure health and safety. The SEOC coordinates with the Governor's Office, FEMA Region 1, and the LEOCs.

The SEOC provides a location to:

1. Analyze critical disasters or homeland security information,
2. Support state ESFs, RSFs and Support Agency (SA) operations,
3. Support local community operations,
4. Coordinate resource support,
5. Ensure interagency cooperation,
6. Provide public information through the Joint Information Center (JIC),
7. Facilitate the decision-making process,
8. Inform elected officials,
9. Ensure flow of communications,
10. Complete other duties as determined by the specific hazard/incident.

The SEOC is located at the Incident Planning and Operations Center (IPOC), 110 Smokey Bear Boulevard, Concord, New Hampshire.

Alternate SEOC

HSEM has identified alternate locations for the SEOC should the primary location become inoperable. These alternate locations are detailed in the HSEM Continuity of Operations Plan (COOP).



Plan Activation

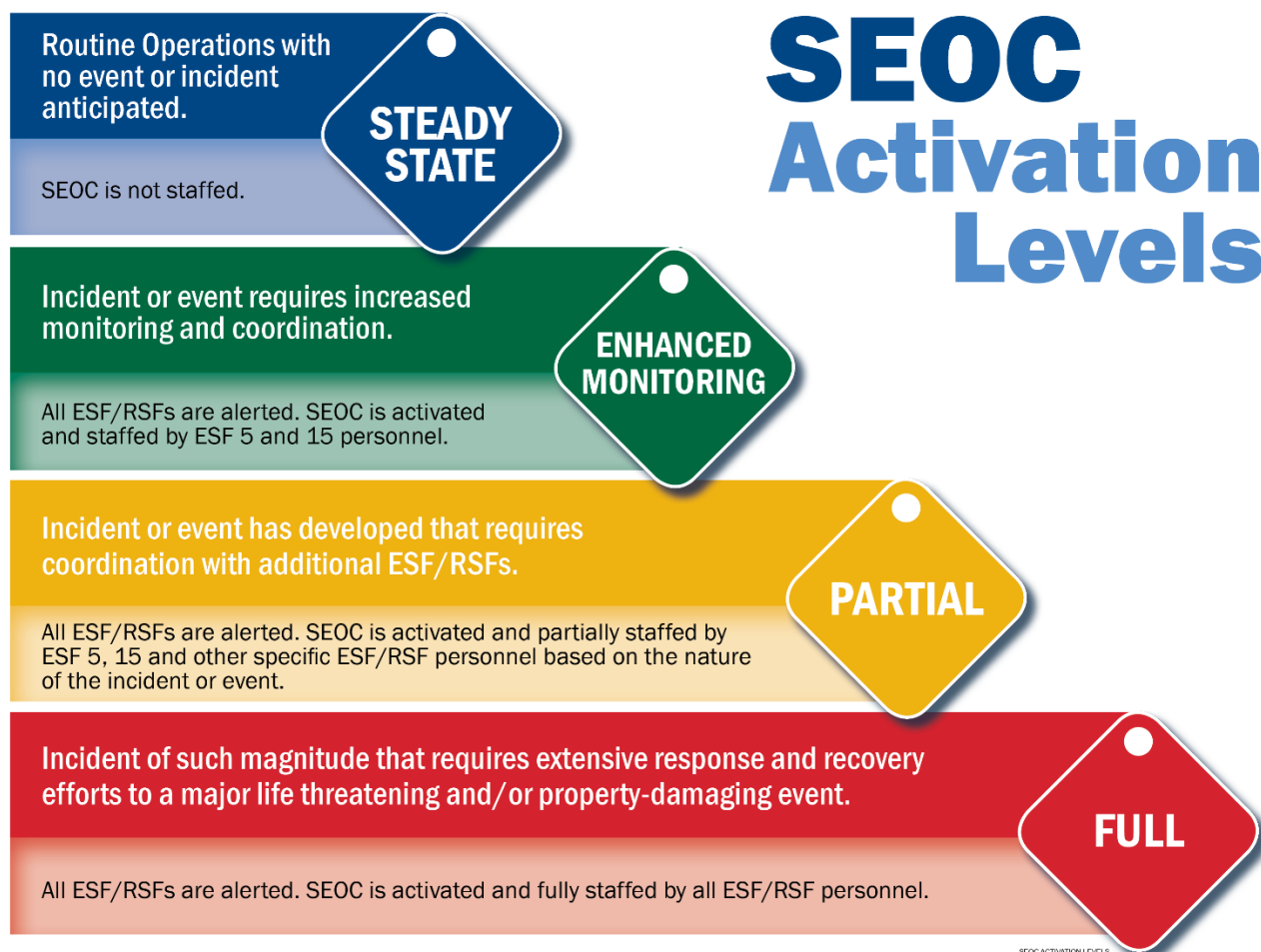
This plan and all associated Annexes (ESF, supporting, or incident-specific) will be executed upon order of the Governor, HSEM Director, or a duly authorized representative when there is potential for a disaster, or when a disaster requires state coordination of resources.

SEOC Activation

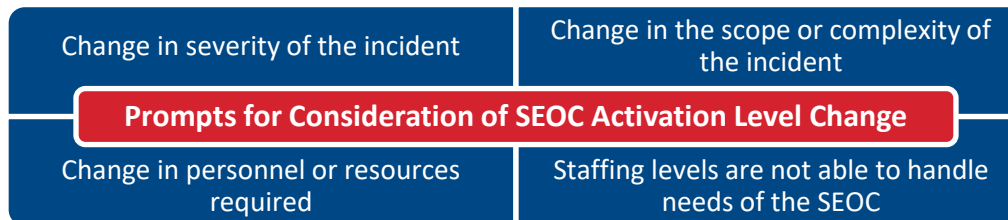
The HSEM Director, HSEM Duty Officer, or authorized HSEM representative may activate the SEOC for planned events, incidents with advanced warning, incidents without any warning, or any other time state support may be necessary at the discretion of the HSEM Director (or designee). After it is determined an activation is required, the SEOC will be activated to a level that directly correlates to the requirements and technical needs of the incident. HSEM will gather information for situational awareness and notify ESFs as appropriate.

SEOC Activation Levels

The SEOC has designated four emergency levels that increase in intensity, ranging from day-to-day activities associated with Steady State status to catastrophic emergency effects associated with a Full Activation. Emergency designation levels are critical to providing a consistent understanding for incident severity and associated response actions. Definitions for the SEOC Activation Levels, as well as the specific activation staffing requirements that are to be implemented, are depicted below:



SEOC Activation Level Escalation—Throughout the course of an event or incident, the SEOC will maintain situational awareness and continually assess the response. If it is determined that the event or incident is worsening, increasing in complexity, and/or the resources are either not present or are not able to keep up with event or incident demands, the SEOC Manager will consider escalating the SEOC Activation Level. Once the SEOC Activation Level has been escalated, additional personnel will be requested in accordance with the new activation level. The SEOC will not be considered operational at the new SEOC Activation Level until all appropriate personnel are either present or otherwise available. Additional SEOC information and activation procedures are described in the SEOC Activation Guide.



Staffing the SEOC

General

Prior to SEOC activation, or as soon as possible after activation in the case of a no-notice incident, the HSEM Director will determine the appropriate level of staffing for the SEOC, including which ESFs will be activated. SEOC staff will be drawn from HSEM employees, pre-designated ESF liaisons, and personnel from other local or state agencies and organizations. The Director of HSEM may request the deployment of an EMAC or IEMAC advance team (A-Team) and/or a FEMA IMAT to the SEOC in order to facilitate the provision of assistance through EMAC or FEMA, respectively.

Staff Notification

HSEM maintains an up-to-date contact list of HSEM personnel and ESF liaisons and will use NH Alerts, email, landline and cellular telephones, and radio to notify personnel to report to the SEOC or other duty location.

Catastrophic Events

If a catastrophic event occurs, communications facilities may be so severely damaged that notification of HSEM staff and ESF liaisons through conventional methods will not be possible. In this case, staff will self-deploy to the SEOC, provided they are able to do so without compromising their own safety.

Liability

Numerous provisions of New Hampshire RSAs provide certain protections to emergency responders, agents of DOS and DHHS, as well as other individuals in emergencies or safety and health incidents. NH RSA 508:17-a provides specific protection to agents assisting DOS or DHHS in response to a specific public health or public safety incident from claims and civil actions arising from acts committed within the scope of his or her official duties as an agent to the respective department. For further information, refer to the NH RSA 508.



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Section 3: Organization and Assignment of Responsibilities

This section describes the organizational structure the State of New Hampshire employs to respond to an emergency. It articulates the roles and responsibilities that various members of that organizational structure have in any response.

Local

NH RSA 21-P: 39 requires each political subdivision of the state to establish a local organization for emergency management in accordance with the State Emergency Management Plan and Program. Each local organization shall appoint an Emergency Management Director (EMD) who will have the overall responsibility for the organization, administration, and operations of emergency management programs within their jurisdiction.

When a disaster occurs, the EMD, or Chief Elected Official until an EMD is appointed, may enter into contracts and incur obligations necessary to respond to disasters, protect the health and safety of persons and property, and provide emergency assistance to the victims of the disaster.

State

Governor

As the State's Chief Elected Official, the Governor is responsible for the public safety and welfare of the people of the State of New Hampshire. NH RSA 4:47 authorizes the Governor to exercise emergency management powers including:

1. The power to enter into mutual aid agreements with other states relative to emergency management issues.
2. The power to provide for emergency lines of succession to such appointive offices in the state government as the Governor in his or her discretion deems to be necessary to insure reasonable continuity of state government in the event of a disaster.
3. The power to make, amend, suspend, and rescind necessary orders, rules and regulations to carry out the provisions of this subdivision in the event of a disaster beyond local control.
4. The power to cooperate with the President of the United States and the commanders of the United States Armed Forces, the Federal Emergency Management Agency, and other appropriate federal officers and agencies of other states in matters pertaining to the emergency management of the State and Nation, including the direction and control of:
 - a. Drills, mobilization of emergency management forces, and other tests and exercises;
 - b. Warnings and signals for drills or actual emergencies and the mechanical devices to be used in connection with them; and
 - c. The evacuation and reception of the civilian population.

The Governor retains overall responsibility for state emergency management operations and services, but may appoint a State Coordinating Officer (SCO) and a Governor's Authorized Representative (GAR) following a Presidential Disaster Declaration under the Stafford Act.



Attorney General/Chief Counsel

A representative from the Attorney General's Office/Chief Counsel must be available to advise and assist the Governor and other agency leaders regarding legal questions or issues that may arise during or from emergency preparedness, response, and recovery operations. In addition, this individual may provide assistance or approval of emergency declaration requests and related legal documents to support all mission areas of emergency management. They may also provide interpretations of law, resolve legal issues, and initiate investigations regarding allegations against the State and its officers or agents related to emergency preparedness, response, and recovery activities.

Commissioner, Department of Safety

The Commissioner provides high-level oversight, guidance, and coordination of all of the Divisions within the New Hampshire Department of Safety. They may also issue declarations of public safety incidents and a waiver/relief from the hours of service regulations. The Commissioner additionally serves as the chair of the ACEPS.

Director, Division of Homeland Security and Emergency Management

As outlined in NH RSA 21-P:5-a, the Director of HSEM oversees and coordinates the state-level planning, preparation, exercise, response, and mitigation of terrorist threats and natural and human-caused incidents. The Director functions as the State's primary contact with the US DHS and FEMA and ensures that the state is prepared to manage incidents beyond the capability of local jurisdictions. They collaborate with New Hampshire DHHS and coordinate the efforts of other state agencies in preventing and responding to public health threats.

The Director informs the Governor, the President of the Senate, and the Speaker of the House on any impending or actual incident that may require coordinated action with the legislative branch. The Director operates on behalf of the Governor and provides the necessary coordination, direction, and control for state-rendered assistance to local jurisdictions in those situations that do not warrant a State of Emergency Declaration.

Governor's Authorized Representative (GAR)

In the FEMA-State Agreement, the Governor shall designate the GAR, who shall administer federal disaster assistance programs on behalf of the State and local governments, and other grant or loan recipients. The GAR is responsible for the State compliance with the FEMA-State Agreement.

State Coordinating Officer (SCO)

Upon a declaration of a major disaster or an emergency, the Governor shall designate an SCO who shall coordinate state and local disaster assistance efforts with those of the federal government.

State Agencies

As outlined in RSA 21-P: 44, state departments, offices and agencies are expected to assist to the State and affected communities in order to carry out the provisions of emergency management. In an incident, state agencies are expected to cooperate with and extend services and facilities upon request from the Governor and/or SEOC.



All state agencies should develop the following in line with this plan:

1. **Standard Operating Procedures (SOPs):** Regularly update internal SOPs or guidelines that detail how the New Hampshire SEOP and related emergency responsibilities will be addressed. These internal SOPs will be maintained and housed by the responsible agencies.
2. **Resources:** Regularly update internal resource listings of equipment, supplies, and services that would be used during incidents and in support of the relevant ESFs. Ensure that resources are operational and available.
3. **Liaisons:** Identify liaisons to coordinate with ESFs; work with HSEM staff to maintain the SEOP; and work with federal, state, and local organizations throughout response and recovery. Ensure that sufficient liaisons are identified for 24-hour operations. Maintain a contact list of these personnel.
4. **Training and Exercises:** Participate in emergency management related exercises and trainings.

Federal Government

The Federal Government has the responsibility to respond to national incidents and to provide assistance to states when an incident is beyond state capabilities. Pursuant to the Homeland Security Act of 2002, the Secretary of DHS is responsible for coordinating Federal operations and resource deployment within the United States to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, or other incidents.

DHS/FEMA is responsible for the following areas of planning and operations:

1. Supporting state and local governments in planning, preparedness, mitigation, response, and recovery operations;
2. Coordinating federal aid for PDDs and incidents by implementing the NRF;
3. Coordinating emergency preparedness for the possibility of nuclear power plant accidents, radiation incidents, and attack;
4. Ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

During an incident of national significance, other federal departments or agencies may play lead and/or support roles based on their authorities and resources. In situations where a federal agency has jurisdictional authority and responsibility for directing or managing a major aspect of the response, that agency is part of the unified command team for the incident.

FEMA can also provide support to the State in the form of an Incident Management Assistance Team (IMAT). IMATs provide incident management support during incident response. IMATs generally consist of 10 members, with expertise in operations, logistics, planning, and recovery. Teams provide a forward federal presence to facilitate the management of the national response to catastrophic incidents.



Non-Governmental Organizations and Volunteer Organizations

Non-Governmental Organizations (NGOs) collaborate with other agencies and organizations, first responders, and all levels of government to provide relief services to sustain life, reduce physical and emotional distress, and promote recovery when assistance is not available from other sources. Private relief organizations have a two-fold responsibility. The first and most important responsibility is to provide relief measures not included with government-funded relief efforts on a complementary and supplementary basis. The second responsibility is to cooperate and coordinate with government agencies to help ensure broad coverage of relief.

Private Sector

The roles, responsibilities, and participation of the private sector vary based on the type and impact of the incident. However, as a key element of state and local economies, private sector recovery and restoration is essential to the impacted jurisdictions. The roles of private sector organizations are summarized below. The Annex for ESF 18—Business and Industry—provides additional information regarding the role of the private sector in emergencies.

1. Impacted Organization or Infrastructure
 - a. Private sector organizations may be directly or indirectly affected by the incident, including privately owned Critical Infrastructure and Key Resources (CIKR) and assets that are significant to local, regional, and national economic recovery from the incident. Examples of privately owned CIKR include transportation, telecommunications, private utilities, financial institutions, and hospitals.
2. Response Resource
 - a. Private sector organizations can provide response resources (donated or compensated) during an incident including specialized teams, equipment, and advanced technologies through local, public-private emergency plans, mutual aid agreements, contracts or incident-specific requests from government, and private sector volunteered initiatives. When practical, or when required under State law, private sector and SEOP Lead and Support Agencies will coordinate to effectively share information, develop courses of action, and incorporate available resources to prevent, prepare for, respond to, and recover from incidents in the state.
3. Regulated and/or Responsible Party
 - a. Owners/operators of certain regulated facilities or hazardous operations may bear responsibilities under the law to prepare for and prevent incidents. For example, Federal regulations require owners/operators of nuclear facilities regulated by the Nuclear Regulatory Commission (NRC) to maintain emergency preparedness plans, procedures, and facilities and to perform assessments, prompt notifications, and training.
4. State/Local Emergency Management Organization Member
 - a. Private sector organizations may serve as an active partner in local and state emergency preparedness and response organizations and activities.



Residents and Visitors of the State of New Hampshire

The residents and visitors of the State are the primary beneficiaries of the State's Emergency Management Program. Residents play an important role in emergency management by ensuring they and their families are prepared. They can contribute to all mission areas of emergency management by reducing hazards in and around their homes, preparing an emergency kit, developing a household emergency and communications plan, and being informed about preparedness.

Before an incident, residents can assist emergency management efforts by taking emergency training such as First Aid or CPR, maintaining household supplies, signing up for emergency alerts, and being prepared to evacuate or shelter in place for at least 72 hours. Residents can also join local Community Emergency Response Teams (CERT) and remain ready to volunteer or support emergency response and recovery efforts. By being prepared, residents and visitors can serve their families and reduce demands on first responders. ReadyNH.gov provides valuable and state-related suggestions for personal preparedness.

State Emergency Operations Center Organization

This section provides an overview of operational concepts and procedural flow for emergency management activities. It is intended to serve as a baseline for SEOC personnel to align planning, response, and recovery operations. The SEOC is set up in an ESF structure with designated emergency roles to facilitate activities.

The key positions and sections within the SEOC are as follows:

1. Command
 - a. SEOC Manager
 - b. Public Information
 - c. Legal
2. General Staff
 - a. Operations Section
 - b. Information and Planning Section
 - c. Logistics Section
 - d. Finance and Administration Section



















The SEOC Manager provides direction and control for the SEOC.

Within each section are a number of positions with a role in emergency coordination and response (see SEOC organizational chart, page 48). The positions identified to support each section within the SEOC are emergency positions that will be designated at the time of or in preparation for an emergency. SEOC staff will be identified and trained to serve in these emergency roles.



Emergency Support Functions

Emergency Support Functions (ESFs) are the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents. The State of New Hampshire has eighteen ESF's as outlined below:

ESF Title	Lead	ESF Title	Lead
 ESF 1 - Transportation	DOT	 ESF 10 - Hazardous Materials	DOS-FMO
 ESF 2 - Communications & Alerting	DOS-DESC	 ESF 11 - Agriculture, Cultural & Natural Resources	Agriculture, Markets & Food
 ESF 3 - Public Works & Engineering	DOT	 ESF 12 - Energy	Public Utilities Commission
 ESF 4 - Fire Fighting	DOS-FMO	 ESF 13 - Law Enforcement	DOS-State Police
 ESF 5 - Emergency Management	DOS-HSEM	 ESF 14 - Volunteer Management	Granite United Way
 ESF 6 - Mass Care, Housing & Human Services	DHHS	 ESF 15 - Public Information	DOS-HSEM
 ESF 7 - Resource Support	Administrative Services	 ESF 16 - Military Support	NHNG
 ESF 8 - Health & Medical	DHHS	 ESF 17 - Cybersecurity	DoIT
 ESF 9 - Search & Rescue	Fish & Game	 ESF 18 - Business & Industry	DBEA

Lead Agency

Each ESF has a state agency designated as the Lead who has significant authorities, roles, resources, and/or capabilities to provide essential program functions. Upon activation of the SEOC, the lead agency will send a representative or representatives to the SEOC to coordinate activities. The lead agency determines which support agencies for their ESF are needed at the SEOC. The lead agency is responsible for collecting all information related to the incident. Specific responsibilities are articulated in the individual annexes, but the primary responsibilities of lead agencies are:

1. Provide essential program functions.
2. Orchestrate State ESF Support;
3. Administer and maintain the ESF;



4. Ensure the involvement and inclusion of the support agencies in the mission, roles, and responsibilities;
5. Provide notification and assistance to support agencies;
6. Maintain situational awareness;
7. Conduct situational and periodic readiness assessments;
8. Work with other ESFs to maximize prevention, protection, response, recovery, and mitigation roles;
9. Ensure sufficient numbers of trained personnel are available to support ESF activities;
10. Plan for short and long-term incident management;
11. Ensure financial documentation and property accountability for the ESF;
12. Identify and implement new capabilities and resources that are, or may be, required to prevent and respond to new and emerging threats or improve the ability to address existing ones.

Support Agency

A support agency has specific capabilities and resources to support the lead agency in executing the ESF mission. Specific responsibilities are articulated in the individual Annexes, but the support agencies primary responsibilities are:

1. Conduct operations when requested;
2. Furnish available resources (including personnel), as requested by the lead agency;
3. Participate in the planning for short and long-term incident management;
4. Participate in the development of supporting operational plans, operating procedures, and other documents in concert with existing standards or authorities;
5. Provide situational awareness;
6. Maintain trained personnel to support response.

WebEOC – Incident Management Software

HSEM maintains a disaster/incident database system (WebEOC) to assist in the management of large-scale planned events, disasters/emergencies, drills/exercises, and tracking of some of HSEM's day-to-day operations as well as event tracking and reporting. Event and position logs shall be maintained within the database by each ESF in sufficient detail to provide historical data on activities during a SEOC activation. WebEOC provides incident commanders, community leaders, and command-level personnel a common operating picture of public safety operations, sensitive information and infrastructure problems and/or disruptions. This information allows users to make informed, effective decisions in response, recovery, and mitigation efforts.

WebEOC is used as a gateway for sharing information between the SEOC and federal, state, local entities, and critical infrastructure partners, and it is one of the primary means of communications for the SEOC.



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ESF Agency Assignment Chart

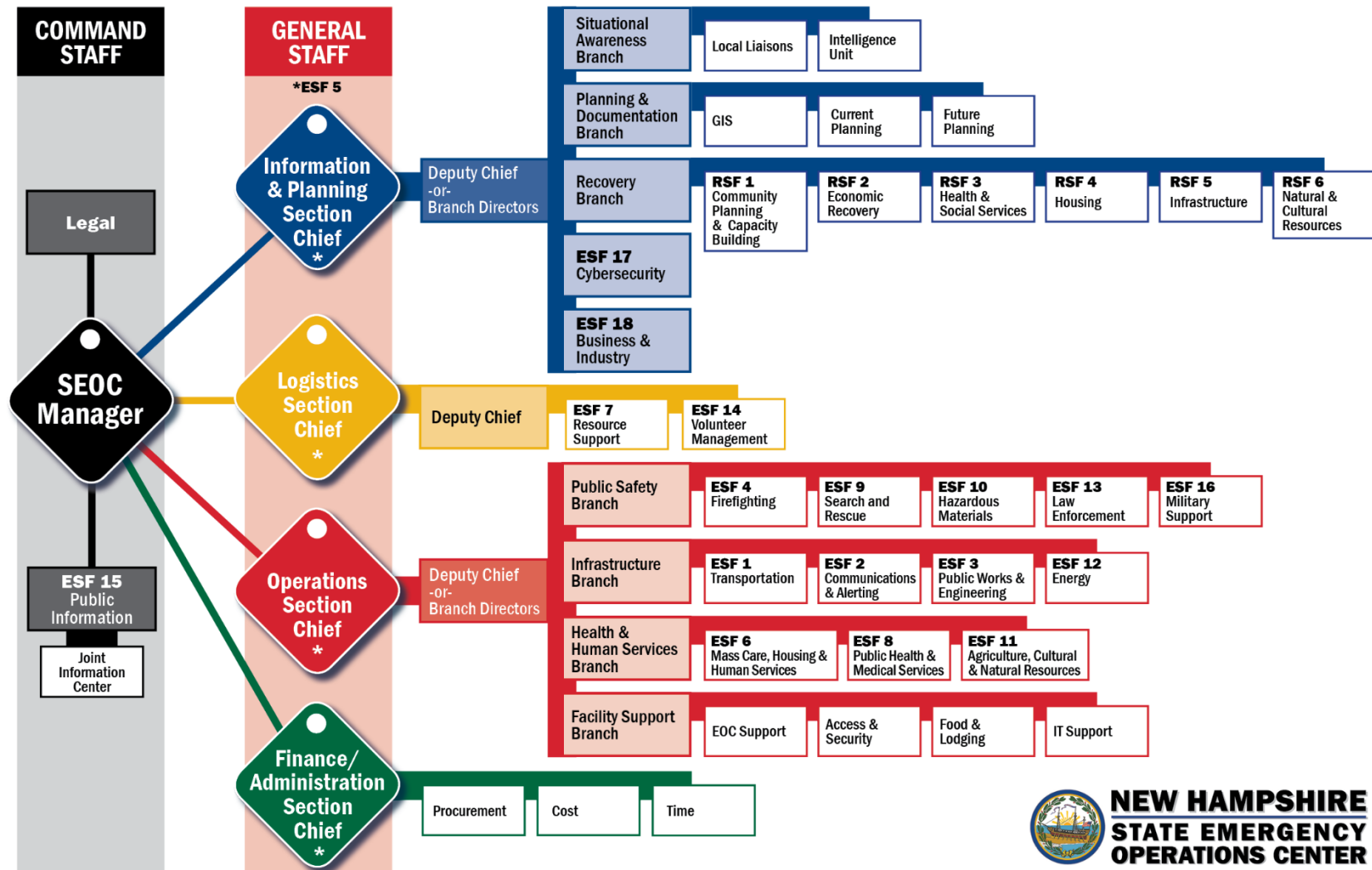
AGENCY / ORGANIZATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Administrative Office of the Courts					S		S								S			
Administrative Services, Department of (DAS)			S		S		L								S			
Agriculture, Markets & Food, Department of (DAMF)			S		S	S	S	S		S	L			S	S			
Amateur Radio Emergency Service (ARES)		S			S		S								S			
American Red Cross (ARC)					S	S	S								S			
Association of Broadcasters		S			S		S								S			
Area/County Dispatch Centers		S			S		S								S			
Banking Department					S		S								S			
Business and Economic Affairs, Department of (DBEA)					S		S								S			L
Civil Air Patrol (CAP)	S	S			S		S		S						S			
Coast Guard (USCG)	S				S		S		S	S					S			
Commission on Disability					S	S	S								S			
Corrections, Department of (DOC)					S		S						S		S			
County Sheriffs					S		S						S		S			
Disaster Behavioral Response Team (DBHRT)					S		S	S							S			
Disaster Animal Response Team (NHDART)					S		S								S			
Education, Department of (DOE)					S		S								S			
Employment Security (NHES)					S		S								S			S
Environmental Services, Department of (DES)			S		S		S	S		S	S				S			
Fish & Game Department (F&G)					S		S		L	S	S		S		S			
Governor's Office					S		S								S			
Granite State Healthcare Coalition (GSHCC)					S		S	S							S			
Granite United Way (GUW)					S		S							L	S			
Health and Human Services, Department of (DHHS)			S		S	L	S	L		S	S			S	S			
Human Rights Commission					S		S								S			
Information Technology, Department of (DoIT)					S		S								S		L	
Insurance Department					S		S								S			S
ISO - New England					S		S					S			S			



AGENCY / ORGANIZATION	EMERGENCY SUPPORT FUNCTIONS																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Justice, Department of (DOJ)					S		S	S					S		S			
Labor, Department of (DOL)					S		S								S			S
Liquor Commission					S		S						S		S			
Lottery Commission					S		S								S			
Metropolitan Medical Response System (MMHRS), NH Task Force 1					S		S	S							S			
New Hampshire National Guard					S		S	S	S	S					S	L	S	
National Weather Service (NWS)		S			S		S								S			
Natural and Cultural Resources, Department of (DNCR)		S	S	S	S		S		S		S		S		S			
New Hampshire Veterinary Medical Association (NHVMA)					S		S				S				S			
Office of Strategic Initiatives (OSI)					S		S					S			S			
Pease Development Authority (PDA)	S				S		S								S			
Police Standards & Training Council (PSTC)					S		S								S			
Professional Licensure & Certification, Office of (OPLC)					S		S							S	S			
Public Utilities Commission (PUC)		S	S		S		S					L			S			
Public Works Mutual Aid (PWMA)			S		S		S								S			
Regional Public Health Networks (PHN)					S	S	S	S							S			
Retirement System					S		S								S			
Revenue Administration, Department of (DRA)					S		S								S			
Safety, Division of Emergency Services & Communication (DESC)		L			S		S								S			
Safety, Division of Fire Safety, Office of the State Fire Marshal (FMO)			S	L	S		S		S	L			S		S			
Safety, Division of Fire Standards and Training & Emergency Medical Services (FSTEMS)	S				S		S	S							S			
Safety, Division of Homeland Security and Emergency Management (HSEM)					L		S							L	L		S	L
Safety, Division of State Police (NHSP)	S	S			S		S						L		S		S	
Seabrook Station (SS)					S		S					S			S			
Secretary of State (SOS)					S		S								S			S
State Treasury					S		S								S			
Telecommunication Emergency Response Taskforce (TERT)		S			S		S								S			
Transportation, Department of (DOT)	L	S	L		S		S		S						S			
University of New Hampshire (UNH)					S		S			S	S				S			
US Army Corps of Engineers (USACE)			S		S		S								S			
Veterans Home					S		S								S			
Volunteer New Hampshire (VoINH)					S		S							S	S			
Voluntary Organizations Active in Disaster (NHVOAD)					S		S							S	S			



Organizational Chart

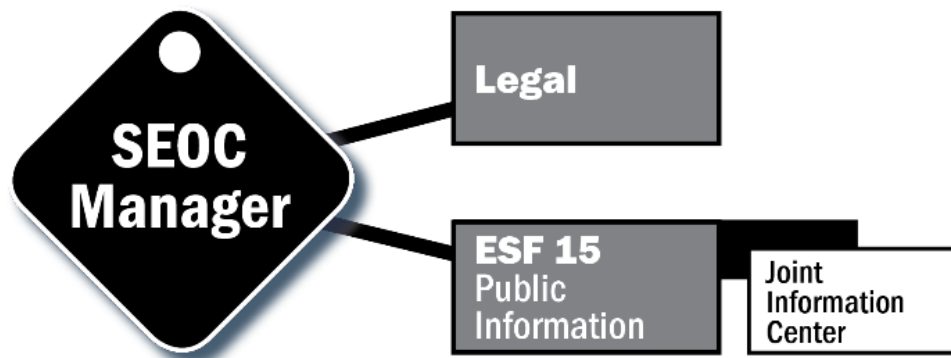


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Command

The Command Staff supports the SEOC Manager and coordinates with state and local incident management officials, support agencies, and/or with private entities during SEOC activations.



SEOC Manager

The SEOC Manager is the overarching commander for state-level coordination to support emergency response operations. The SEOC Manager establishes statewide response priorities, exercises overall direction and control of SEOC operations, and provides policy, guidance, and direction to SEOC emergency operations.

The SEOC Manager shall oversee the activities at the SEOC under the leadership and advisement of the HSEM Director.

The SEOC Manager may be responsible for the following actions:

1. Assigning a Deputy EOC Manager, as needed;
2. Evaluating situational information and directing SEOC efforts;
3. Prioritizing emergency efforts taking place across the State when limited resources are available;
4. Approving Situation Reports and Incident Action Plans;
5. Assigning a Liaison with Federal agencies participating in the response and recovery efforts (or utilizing the FEMA SLO);
6. Coordinating with companies, agencies, non-governmental organizations, and any other entities involved in the incident.

Legal Advisor

The Legal Advisor provides guidance relating to interpretation of state statutes, laws, and legal requirements for emergency legislation in addition to other legal questions or issues that may arise. The Legal Advisor will advise the SEOC Manager on legal matters pertaining to preparedness, response, and recovery activities, and assist in the preparation of documentation to support state declarations of emergency or requests for a presidential disaster declaration.

ESF 5—Emergency Management



ESF 5 manages and facilitates a coordinated emergency operation through collecting, processing, and disseminating emergency information and disaster intelligence; developing Incident Action Plans (IAP); and coordinating resource support to local governments. ESF 5 provides the core management and administrative functions in support of the State Emergency Operations Center (SEOC) and the overall implementation of the State Emergency Operations Plan (SEOP). Lead Agency – Department of Safety, Division of Homeland Security and Emergency Management.

ESF 15—Public Information



ESF 15 provides a framework for coordination and collaboration with appropriate, Federal, state and local agencies regarding public information needs, issues, and activities before, during, and after a disaster or emergency in the State to ensure the delivery of timely, accurate, and accessible public messages. In addition, ESF 15 is responsible for the establishment of a Joint Information System (JIS) and Joint Information Center (JIC) and provides oversight of public inquiry lines established to support emergency management activities and any other single-point to multipoint publication platforms as the event requires. Lead Agency – Department of Safety, Division of Homeland Security and Emergency Management.

Joint Information System

To ensure coordination of public information, the SEOC Manager may activate a Joint Information System (JIS). The JIS provides the mechanism to organize, integrate and coordinate information from multiple partners to ensure timely, accurate, accessible and consistent messaging across multiple jurisdictions and/or disciplines. When a JIS is activated, all incident-related public information flows through it. The JIS is composed of public information personnel from across state government, led by the SEOC (ESF 15), DOS, or HSEM Public Information Officer (PIO).

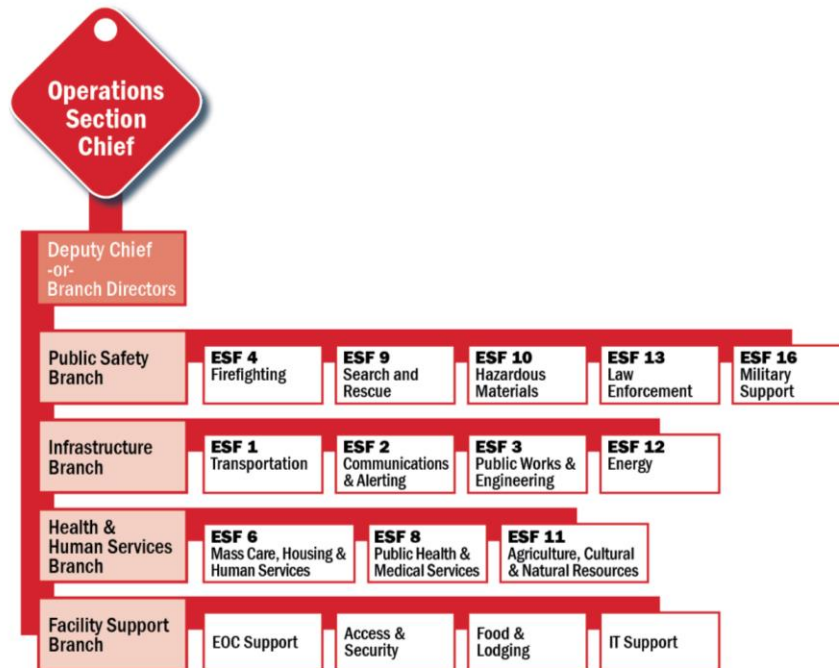
ESF 15 may also opt to establish a JIC (Joint Information Center). The JIC is the central location that facilitates the operation of the JIS. It is a physical or Internet-based virtual location where personnel with public information responsibilities perform media and public relations during an incident or event.

For a full understanding of the JIS/JIC system, refer to the NH Joint Information Center Plan.



Operations Section

The Operations Section is responsible for assisting the SEOC Manager in activating the SEOC, coordinating notifications, facilitating activities to reduce impacts of an immediate hazard, save lives and property, establish situational control, and restore normal operations.



The staff within the Operations Section ensures that personnel have the operational support necessary to achieve incident objectives and address leadership priorities. The positions of staff in this section are organized functionally by ESF. The Operations Section is responsible for the following:

1. Coordinate with local responders, through the respective ESFs and Local Liaisons, to identify and meet unmet resource needs;
2. Provide the Information and Planning Section with updates for the Situation Report (SITREP);
3. Coordinate support for emergency response operations in conjunction with the ESFs, and in accordance with appropriate plans and procedures;
4. Coordinate with staff in the Logistics Section to implement agreements when internal resources cannot meet a requirement;
5. Coordinate with EOC Command and General Staff, as well as ESFs and support agencies, to identify long-term incident impacts and recovery requirements;
6. Coordinate with appropriate Federal response organizations to facilitate the employment of Federal resources and their support to State and local government;
7. Coordinate the execution of the IAP with the ESFs to ensure the lead and support agency actions support the goals and objectives as defined in the IAP.

Operations Section Chief

The Operations Section Chief is responsible for assisting the SEOC Manager in coordinating incident operations at the state level. The Operations Section Chief may be responsible for:

1. Assisting the SEOC Manager in activating, operating and demobilizing the SEOC;
2. Coordinating notifications;
3. Providing operational support throughout the duration of emergency response and recovery operations;
4. Supporting situational awareness;
5. Assigning a Deputy Operations Section Chief or Branch Directors, as needed;
6. Evaluating incoming information and directing response efforts;

Public Safety Branch Director

The Public Safety Branch Director helps coordinate incident operations that have a focus on the welfare and protection of the public. The Public Safety Branch includes Firefighting (ESF 4), Search and Rescue (ESF 9), Hazardous Materials (ESF 10), Law Enforcement (ESF 13), and Military Support (ESF 16).



ESF 4—Firefighting coordinates and mobilizes fire, rescue, and emergency services resources, personnel, and equipment to detect and suppress urban, rural, wildland fires, and other fire protection issues, when local resources have been, or are expected to become overwhelmed. Local jurisdictions have the responsibility of providing basic fire protection. In some situations, the functions and duties of the responders will mimic normal day-to-day operations with the coordination of state firefighting activities. ESF 4 coordinates the deployment of mutual aid resources under the State's Fire Mobilization Plan. Lead Agency – Department of Safety, Division of Fire Safety, Office of the State Fire Marshal.



ESF 9—Search and Rescue (SAR) provides a framework for coordination and cooperation across state agencies and response partner organizations to support and assist local jurisdictions in technical and non-technical search and rescue operations before, during, and after a disaster or emergency in the State of New Hampshire when needs exceed available local resources or capabilities. Operations may include searches for missing persons, aircraft and/or marine vessels, extrication of victims from confined spaces, and immediate medical support of located victims. Additionally, this may include swift water and flood recovery. Lead Agency – Department of Fish and Game.



ESF 10—Hazardous Materials (HAZMAT) coordinates state level support and response to the control and containment of an actual or potential oil or hazardous materials release when local resources have been or are expected to become overwhelmed and, when applicable, to coordinate with federal resources requested to assist in the State's response activities. ESF 10 also promotes coordination between federal, state, and local governments and the private sector during a



hazardous material incident. Lead Agency – Department of Safety, Division of Fire Safety, Office of the State Fire Marshal.



ESF 13 - Law Enforcement provides for the coordination and use of law enforcement personnel and equipment in an emergency or disaster for general law enforcement. Lead Agency – Department of Safety, Division of State Police.



ESF 16 - Military Support provides a framework for coordination of military support to civil authorities throughout New Hampshire in times of a major emergency or catastrophic disaster. Lead Agency – New Hampshire National Guard.

Infrastructure Branch Director

The Infrastructure Branch Director helps coordinate incident operations that focus on the basic physical systems of the state such as transportation, communication, sewage, water, and electric systems. The Infrastructure Branch includes Transportation (ESF 1); Communications and Alerting (ESF 2); Public Works and Engineering (ESF 3); and, Energy (ESF 12).



ESF 1—Transportation coordinates cooperation across state agencies regarding transportation needs, issues, and activities before, during, and after a disaster, emergency, or planned event in the state. Lead Agency – Department of Transportation.



ESF 2—Communications and Alerting provides a framework for coordination and cooperation across agencies regarding communications needs, issues, and activities before, during, and after a disaster or emergency in the State of New Hampshire. In addition, this annex details how the State will provide communications support and assistance to local jurisdictions, in the event local needs exceed available resources during an emergency. Lead Agency – Department of Safety, Division of Emergency Services and Communication.



ESF 3—Public Works and Engineering utilizes resources (*i.e.*, human, technical, equipment, facility, materials, supplies) of member agencies to provide technical expertise; evaluation; engineering services; contracting for emergency repair of dams, drinking water and wastewater treatment facilities; potable water; emergency power; public real estate; and debris management to assist the State in meeting its goals related to lifesaving and life-sustaining actions, damage mitigation, and recovery activities before, during, and after an emergency/disaster event. Lead Agency – Department of Transportation.



ESF 12—Energy provides a coordinated response in the restoration of energy services, support emergency response and recovery efforts, and normalize community functions in a disaster area. Support includes, but is not limited to, assessing energy and non-energy utility system damages as well as supplies and requirements to restore such systems; obtaining information on deliverable fuels, supplies and infrastructure; assisting local governments and the State in assessing emergency power needs and priorities and providing emergency information, education and conservation guidance to the general public concerning energy and utility services. Lead Agency – Public Utilities Commission.



Health and Human Services Branch Director

The Health and Human Services Branch Director helps coordinate incident operations that focus on providing life-sustaining resources, emergency health, sheltering and human services. The Health and Human Services Branch includes Mass Care, Emergency Assistance, Temporary Housing, and Human Services (ESF 6), Health and Medical (ESF 8), and Agricultural, Natural, and Cultural Resources (ESF 11).



ESF 6—Mass Care, Housing, and Human Services organizes mass care, emergency assistance, temporary housing, and human services related support and assistance to local jurisdictions in the event local needs exceed available resources during and after an emergency. Lead Agency – Department of Health and Human Services.



ESF 8—Health and Medical provides a framework for coordination and cooperation across state agencies regarding public health and medical needs, including medical care, public health, behavioral health, fatality management, medical transport, and healthcare facility evacuation, before, during, and after any disaster or public health emergency. Lead Agency – Department of Health and Human Services.



ESF 11—Agriculture, Natural, and Cultural Resources organizes and coordinates the response to livestock, crops or plant disease, pest control, foreign animal disease and other related incidents affecting the health, safety, and welfare of humans and animals before, during and after a disaster or emergency. ESF 11 also provides guidance for protection of natural and cultural resources, and historical properties (NCH) in New Hampshire. Domestic pets and services animals are coordinated through ESF 6 – Mass Care, Housing, and Human Services. Lead Agency – Department of Agriculture, Markets and Food.

Facility Support Branch

The Facility Support Branch is responsible for service support requirements needed to facilitate effective operations at the SEOC, including facilities, security, equipment and supplies, equipment maintenance, food services, and communications and information technology support.

EOC Support—Provide assistance to Command and General Staff sections as needed.

Access and Security—Responsible for maintaining access control of the SEOC.

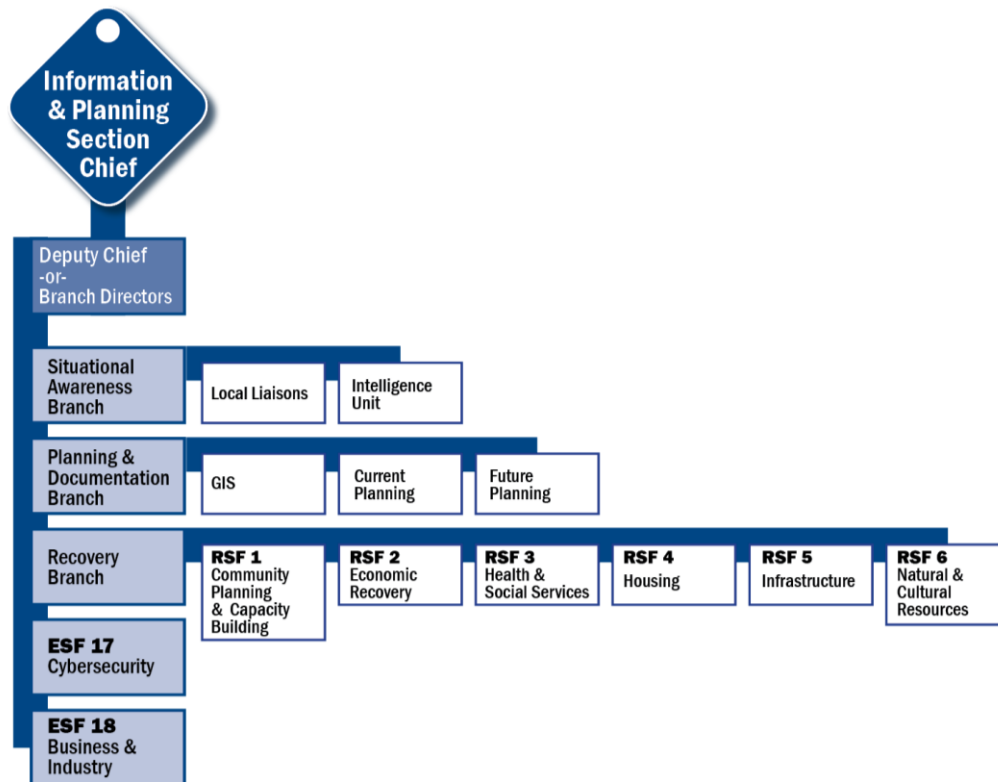
Food and Supplies—Responsible for all aspects of ordering, procurement, receipt, storage, processing, and distribution of supplies, food, and water to support SEOC activation and operations.

Information Technology Support—responsible for supporting Information Technology needs at the SEOC during emergency activations.



Information and Planning Section

The Information and Planning Section collects, analyzes, and disseminates incident situational awareness information and intelligence to incident management personnel and key local and state officials. It prepares status reports, including Situational Reports, displays situation information, and prepares and documents the Incident Action Plan, based on input from Command and General Staff and guidance from the SEOC Manager.



The Information and Planning Section staff provides a wide range of planning services to address current incident requirements, as well as anticipating and developing plans to deal with future needs. The section typically performs the following functions:

1. Conducts meetings with Command Staff and selected ESF representatives to develop the State's goals, objectives, and priorities for the incident;
2. Facilitates the SEOC action planning process and development of the IAP;
3. Anticipates long-term impacts and possible cascading effects, including potential resource requests and policy issues, and conducts contingency planning as needed, in conjunction with Operations Section staff;
4. Conducts planning meetings with the ESFs and Logistics to identify and coordinate required resources to support plans and contingency plans;
5. Collects data from initial and ongoing assessment of incident-related damage and needs, conducts impact analyses, and informs plans and resource decisions with assessment results;

6. Serves as a link between local EOCs and the SEOC;
7. Shares incident-related intelligence and information;
8. Facilitates information sharing across various jurisdictions involved in an incident and with senior leadership;
9. Provides weather and other specialized mission support;
10. Supports incident modeling and mapping requests; and,
11. Meets information requirements to support decisions.

Information and Planning Section Chief

The Information and Planning Section Chief is responsible for assisting the SEOC Manager in establishing situational awareness, developing situational awareness reports and incident action plans, performing forward planning, and providing technical expertise during emergency response and recovery operations. The Information and Planning Chief may also be responsible for:

1. Assign a Deputy Information and Planning Section Chief, as needed;
2. Establish the planning cycle schedule for the development of the Incident Action Plan;
3. Advise Command and General Staff of any significant changes in incident status;
4. Report on situation briefing and assist in preparation of initial response objectives and strategies;
5. Supervise the production of incident-related contingency, recovery, COOP, and demobilization plans.

Situational Awareness Branch

Situational awareness is a standard set of relevant, usable information that enables incident leadership, supporting partners, and the public to make effective, consistent, coordinated, and timely decisions. The Situational Awareness Branch monitors incident-specific data sources (such as local SITREPs, WebEOC, etc.), as well as publically available data sources. Situational Awareness Branch staff verifies the accuracy of information received and facilitates situational awareness among SEOC staff, incident personnel, and senior leadership. They coordinate and de-conflict incident information in conjunction with ESF 15. The Situational Awareness Branch is broken into two units: Local Liaisons and Intelligence.

Local Liaisons are responsible for serving as a link between local EOCs and the SEOC for the purposes of situational awareness, assistance, notification, and information sharing. The Local Liaisons are also responsible for ensuring that communities receive information, SITREPs, IAPs, and other products/warnings/messages. The Local Liaisons may compile data, statistics, and information as necessary, based upon the incident type, and formulate this information into a report for the Situational Awareness Branch.

The Intelligence Unit shares incident-related intelligence and information necessary for incident management. The nature of an incident, in addition to legal constraints, may restrict the type and scope of information available. This unit facilitates the timely exchange, coordination, and/or



de-confliction of information and promptly shares any information that affects life safety of the responders and/or the public with appropriate responders and center staff.

The Intelligence Unit via the NH Information and Analysis Center (IAC) is responsible for leading, integrating, and coordinating the overall effort to enhance Critical Infrastructure and Key Resources (CIKR) protection. CIKR includes those assets, systems, networks, and functions, whether physical or virtual, that are so vital to the State that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health, or safety.

Responsibilities for CIKR support that are most applicable during incident response include:

- a. Identifying, prioritizing, and coordinating action in support of the protection of critical assets, systems, and networks;
- b. Establishing and maintaining a comprehensive, multi-tiered, dynamic information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to public and private sector security partners;
- c. Protecting sensitive information voluntarily provided by the private sector and facilitating the development of sector-specific and cross-sector information sharing and analysis systems, mechanisms, and processes;
- d. Promoting the collection, integration, and evaluation of information that has an effect on detecting and preventing criminal or terrorist-related activity and all incident impacts;
- e. Coordinating, facilitating, and supporting comprehensive risk assessment programs for high-risk CIKR, identifying protection priorities across sectors and jurisdictions, and integrating CIKR protective programs;
- f. Integrating efforts for the protection and recovery of CIKR, including analysis, warning, information sharing, vulnerability reduction, and mitigation activities and programs.

Planning and Documentation Branch

The Planning and Documentation Branch works closely with other sections, to determine potential, developing, or ongoing situations that may require current or future response. This branch oversees the development of plans to support these efforts. Staff within this branch provide strategic guidance on planning and support the analysis of current and future resource requirements and programmatic decisions, maintain SEOC incident files, and identify areas for process improvements. This Branch coordinates closely with the Operations Section to obtain information from ESFs and RSFs.

The Planning and Documentation Branch is broken into three units: GIS, Current Planning, and Future Planning.

GIS—Supports the SEOC in development of GIS products, maps, and/or other visuals that aid in achieving a common operating picture.

Current Planning— Responsible for developing plans to achieve objectives as outlined in the SEOC Incident Action Plan. The Situation Report and situational awareness statements are



developed in coordination with the Situational Awareness Branch and ESF 15. The unit may also develop other function/incident-specific plans based upon incident needs.

Future Planning— Responsible for developing the IAP and conducting future planning for response and recovery efforts. Recovery planning is coordinated with the SDRC and the Recovery Branch. Incident-specific contingency plans are developed in coordination with the Logistics Section. The Future Planning Unit is responsible for developing the SEOC roster. The Unit provides strategic guidance and recommendations to SEOC staff, identifies intermediate and long-term objectives for the IAP, and oversees the development of the Demobilization Plan, if required.

Recovery Branch

The Recovery Branch is responsible for implementing the Recovery Annex with support from all of the Recovery Support Functions. This Branch will provide state and local jurisdiction emergency management personnel with guidance to manage long-term recovery activities.

RSF 1—Community Planning and Capacity Building

RSF 2—Economic

RSF 3—Health and Social Services

RSF 4—Housing

RSF 5—Infrastructure Systems

RSF 6—Natural and Cultural Resources

As the response phase begins to wind down, the focus of operations will shift from saving lives and preserving infrastructure to restoring government operations and services and assisting individuals and households in returning to self-sufficiency. It is likely that response and recovery operations will overlap for some time.

ESF—17 Cybersecurity



ESF 17 provides a centralized entity for responding to a cyber-incident that affects the State of New Hampshire. ESF 17 provides a means of defining, specifying, and maintaining the functions and resources required to ensure timely and consistent actions, communications, and response efforts in the event of a significant cybersecurity incident. Additionally, ESF 17 ensures appropriate coordination and inclusion of necessary state, federal and local agencies and private industry in order to minimize the impact of a cybersecurity incident. Significant cybersecurity incidents may occur independently or in conjunction with disaster emergency operations and potentially affect public health, safety or critical infrastructure. Lead Agency – Department of Information Technology.

ESF—18 Business and Industry



ESF 18 provides a framework for coordination and cooperation among public and private sector partners before, during and after disasters, emergencies or planned events in New Hampshire. Close collaboration between public and private sector partners throughout all phases of emergency management improves community resilience and ensures effective use of resources during emergencies. Lead Agency – Department of Business and Economic Affairs.



Logistics Section

The Logistics Section is responsible for the allocation of state resources to support local first responders. In the event that communities, other state agencies, or ESFs/RSFs require additional and/or specialized resources, the Logistics Section will work to fill resource requests including personnel.



Logistics Section Chief

The SEOC Logistics Section Chief is responsible for assisting the SEOC Manager in implementing external logistical support required during emergency response and recovery operations. The Section Chief coordinates with internal and external organizations to clarify resource requirements, deploy available resources, de-conflict resource allocation issues, and identify gaps in resource availability. The Logistics Section Chief may also be responsible for:

1. Coordinating resources and services to support the achievement of the incident objectives and for all logistical functions within the SEOC;
2. Assigning a Mission Assignment Coordinator (MAC), as needed;
3. Assigning EMAC Coordinator, if required;
4. Advising the SEOC Manager of any anticipated shortfalls in required resources;
5. Supporting situational awareness;
6. Providing support to meet incident needs;

ESF 7—Resource Support



ESF 7 provides logistical and resource support to state and local entities involved in state emergency response and recovery efforts that affects the State of New Hampshire. Lead Agency – Department of Administrative Services.

ESF 14—Volunteer Management



ESF 14 facilitates and coordinates communication with and activities of volunteer services to support relief efforts in disaster areas. This ESF is the liaison for those voluntary organizations that provide disaster services within the State, so that capabilities and resources are effectively integrated with other local, state, and federal agencies to meet the needs of the disaster or emergency. Lead Agency – Granite United Way.



Resource Request Process

Resource requests are generated from the scene of the incident or by organizations serving as response partners for the incident. Resource requests are submitted to the SEOC and assigned through the Logistics Section, who will determine if an ESF can fulfill the request. If an ESF cannot, the Logistics Section will work with Command Staff to determine the most feasible approach to obtain the requested resource. In addition, the Logistics Section Chief will coordinate with the FEMA SLO to determine the availability of federal resources to meet the request.

Donations Management

The SEOC Logistics Section will facilitate coordination with local governments and volunteer agencies in the management of donated goods and services as well as unsolicited donations that may be received for response efforts.

Mutual Aid

Mutual aid agreements, compacts, and memoranda of understanding (MOUs) are essential components of emergency management response and recovery activities. These agreements provide reciprocal aid and assistance within the state, such as MOUs between fire departments, law enforcement, and public works agencies. State agencies, ESFs, RSFs, and other partners may have mutual aid agreements, MOUs, LOA, or other arrangements that may be standing or invoked just in time.

Lead and support agencies will maintain up-to-date agreements, MOUs and LOAs with various other agencies, regions, states or countries, as appropriate. Support agencies should keep the lead agency informed of any such agreements that may affect resources or capabilities during an emergency incident. HSEM also maintains agreements and mutual aid compacts on behalf of the State. These may be activated as the situation warrants.

Emergency Management Assistance Compact (EMAC)—NH is a signatory of the EMAC to provide for mutual assistance between participating member states/territories in managing any emergency or disaster that is duly declared by the Governor(s) of the affected state(s)/territory(s). The assisting state/territory will receive approval from its Governor before providing assistance.

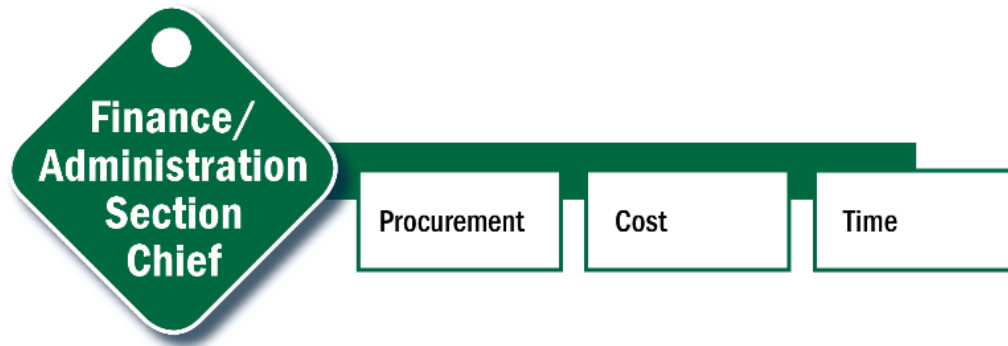
Under the provisions of EMAC, the State is responsible for the reimbursement of expenses incurred by responding states during the delivery of mutual aid or for the out-of-state sheltering or repatriation of NH residents. The State is likewise responsible for the computation and submission of bills for reimbursement of expenses incurred while responding to a requesting state. Procedures for implementing EMAC are found in the EMAC Operations Manual published by the National Emergency Management Association.

International Emergency Management Assistance Compact (IEMAC)— IEMAC is a mutual aid compact which covers the six New England states as well as the Canadian provinces of Quebec, New Brunswick, Prince Edward Island, Nova Scotia, and Newfoundland. IEMAC operates under the same principles as EMAC; however, the Governor of an affected member state does not need to declare a state of emergency before requesting resources through IEMAC.



Finance and Administration Section

The Finance and Administration Section is responsible for providing human resource, financial, and administrative support to SEOC personnel and the activities the SEOC oversees. The section implements procurement processes to execute contracts and obligate funds for activities in coordination with the Logistics Section. The Finance and Administration Section will follow existing Financial Administration Procedures and Grant Administration Plans as appropriate.



Finance and Administration Section Chief

The Finance and Administration Section Chief ensures compliance with applicable guidance regarding the financial and administrative activities of the SEOC. The Finance and Administration Chief may be responsible for:

1. Coordinating closely with Command and General Staff to ensure financial accountability, and documentation of expenditures;
2. Ensures that costs and expenditures are tracked and reports information regarding accrued costs to the SEOC Manager;
3. Ensures that the SEOC staff keeps records necessary for potential disaster declaration and/or reimbursement requests and supports the completion and submission of these requests.

Procurement Unit

The Procurement Unit is responsible for managing emergency procurement tasks if and/or when the Logistics Section requires the immediate purchase or renting/leasing of equipment, assets, or other professional service required to aid and support ongoing response and recovery operations. This unit works closely with the ESF 7 Resource Support of the Logistics Section.

Cost Unit

The Cost Unit tracks all emergency-related costs incurred because of conducting response and recovery operations during an emergency event.

Time Unit

The Time Unit tracks all employee and staff time records during their period of activation throughout emergency response and recovery operations.

Agreements and Understanding

All agreements and understandings for the purchase, lease, or other use of equipment and services will be in accordance with state law and procedures. The declaration of a State of Emergency by the Governor may suspend selected rules and regulations that impede incident response and/or recovery operations.

Expenditures and Record Keeping

State financial support for emergency operations shall be from funds regularly appropriated to state departments. If the demands exceed available funds, the Governor, with the concurrence of the Executive Council, may make additional funds available from the Disaster Emergency Fund. If monies available are insufficient, the Governor has the authority under a State of Emergency Declaration to transfer and expend monies appropriated for other purposes.

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

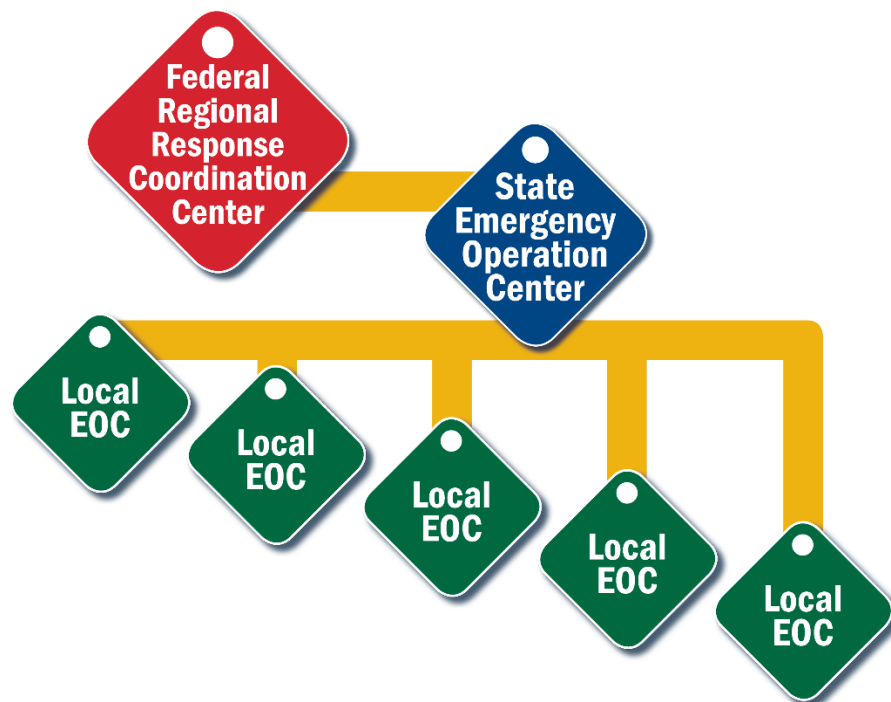
Section 4: Direction, Control, and Coordination

While most incidents are generally handled on a daily basis by a single jurisdiction at the local level, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, functional agencies, and emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities.

Coordination is a broad function involving staff members engaged in management, direction, and control. Some situations might require an Incident Commander to execute coordinating functions. In times of disasters or other emergencies, there are several levels of coordination involved with the administration of this plan. They work through three levels from local, to state, and finally to federal agencies, when required.

NH's emergency operations structure utilizes a modular organization that is scalable to the needs of the incident, pushes for unified command at all levels of the incident, as well as fostering multi-agency coordination. The structure also ensures proper span of control, utilization of common terminology, comprehensive resource management, interoperable communications, as well as information and planning processes that support incident action planning and information sharing through all levels throughout the incident.

The chart below details the flow of communication from Local EOCs, to the SEOC, to the FEMA Regional Response Coordination Center (RRCC). This chart is not indicative of authority, direction, or command.



Local

Overall responsibility for local emergency management efforts rests with local elected officials, as outlined in local emergency plans and procedures. Authority to manage local emergency management efforts is delegated to a local EMD. The local EMD will coordinate local actions, mobilize local resources, and act as the primary point of contact for coordination with other communities and between state agencies.

Local EOC Activation—Local jurisdictions activate their EOC based on the magnitude or need for more coordinated management of the incident. When activated, local EOCs help form a common operating picture by collecting, analyzing, and disseminating emergency information.

State

If an incident overwhelms the capability of a community, the Governor (or designee) may request the activation of the SEOC, authorize the use of state resources, and/or declare a State of Emergency. ESF 5 is the principal entity for the coordination of the state response to an incident. Coordination shall be done at and through the SEOC with the identified ESFs and RSFs.

ESF 5 will oversee and coordinate all requests for state, interstate, federal, and other assistance. The HSEM Director (or designee) is the principal coordinator and single point of contact of the state's emergency response support. HSEM provides the state-level emergency response support coordination.

Federal

Requests for federal assets and resources must come from the State. Coordination of assets will occur at either the SEOC or the Joint Field Office (JFO). The FEMA State Liaison Officer (SLO) will report to the SEOC. A Federal Coordinating Officer (FCO) is appointed by the President of the United States, through FEMA, to act on behalf of the United States. The FCO represents the Federal Government when a disaster is declared. The duties of the FCO include coordinating all of the federal assistance with state and local governments through the State Coordinating Officer (SCO) as part of the State Emergency Management Program.

Continuity of Government / Continuity of Operations

In order to ensure its continued ability to carry out its constitutional responsibilities during a catastrophic emergency or disaster, New Hampshire has implemented laws and rules for an orderly succession of leadership in the event of unexpected vacancies in key elected and appointed offices in the Executive, Legislative, and Judicial branches of government. The Line of Succession for the State of New Hampshire is noted in the Constitution of the State of New Hampshire Part II (Article 49).

State agencies and local governments must be able to respond to emergencies or disasters even when government facilities, vehicles, personnel, and political decision-making authorities are affected. To this end, all state agencies that provide essential program functions are recommended to develop internal Continuity of Operations (COOP) Plans, in order to ensure that essential services and functions continue during and after an emergency with a minimum of disruption. See the COOP Annex for more information.



Section 5: Plan Development, Maintenance, and Testing

This Section discusses the overall approach to the planning process and the assignment of plan development and maintenance responsibilities. The HSEM Director is responsible for the contents of the SEOP, including its Annexes and maintenance of the plan. Agencies and organizations with a role in this plan should be familiar with its contents and will be responsible for contributing to the revision and maintenance of the Plan.

Development

HSEM has the overall responsibility for emergency planning and coordination of state resources in incident operations. Each entity with emergency management responsibility is tasked with the development and maintenance of appropriate planning documents that address responsibilities assigned in this plan including SOPs, implementing procedures, and/or operational guidelines.

Maintenance

This plan is a living document and is the principal source of information concerning the State's Emergency Management Program. Designated components of state government have responsibility for developing and maintaining portions of this plan, as well as the overall implementation.

The HSEM Planning Section will facilitate the development and maintenance of the SEOP Base Plan. ESF agencies will be responsible for updating their respective ESF Annexes, facilitated by HSEM. The SEOP and ESF Annexes will be reviewed annually and updated at least every three years or as there is a significant change. Reviews and updates will consider the following elements:

1. Formal updates of planning guidance or standards;
2. Change in elected/appointed officials
3. Changes in response resources (e.g. policies, personnel, organizational structures, leadership/management processes, facilities, or equipment);
4. After-Action Reports and Improvement Plans from exercises, incidents, or events;
5. Enactment of new or amended laws or Executive Orders;
6. Changes in demographics or hazard profiles.

ESFs have the responsibility for maintaining Annexes, Appendices, SOPs, implementing procedures, job aids, notification lists, and resource data to ensure prompt and effective response. These stakeholders are also expected to conduct and/or participate in training and exercise activities designed to enhance their ability to accomplish their assigned responsibilities.

Training

Training is provided for response personnel to enhance their knowledge, skills, and abilities (KSAs). A comprehensive schedule of training, seminars, workshops, and conferences for state and local responders is available through HSEM's Training and Exercise Group. Training includes emergency management courses, professional development seminars, and workshops.



Exercises

Exercises help evaluate plans, procedures, and capabilities and include the development of an after action report and improvement plan to include lessons learned or corrective actions. The SEOP will be exercised at least once annually. The HSEM Operations Section, Training and Exercise group will be responsible for designing, carrying out, and evaluating the exercises. All exercises will follow Homeland Security Exercise and Evaluation Program (HSEEP) doctrine for development and evaluation.

Evaluations

An After Action Report (AAR) captures observations of the response to an incident and makes suggestions for post-response improvements to plans, policies, and procedures. An Improvement Plan (IP) identifies specific corrective actions, assigns these actions to responsible parties, and establishes target dates for action completion. While the AAR and IP are different documents and developed through different processes, they are complementary and should be printed and distributed jointly.

Following each incident or exercise, HSEM will conduct an after action analysis to identify areas of improvement. HSEM will take steps to address any problem identified and to ensure current policy and procedures are effectively implemented and reflected in this plan.

The AAR will be developed by HSEM, based on information collected from response participants in hot washes and from records of the response, such as WebEOC and position logs, message forms, maps, situation reports, Incident Action Plans, news releases, or written requests for resources.

Once a draft AAR is developed, HSEM will facilitate an After Action Conference with entities that participated in the response. Participants in this conference will present, discuss, and refine the AAR and identify specific corrective actions to address the recommendations contained in the AAR. These corrective actions will yield the IP. Following the conference, HSEM will finalize the AAR by incorporating corrections, clarification, and other feedback and distribute the final AAR/IP to all entities involved in the response.

Corrective actions are reviewed by the HSEM Planning Section and are included in revisions and changes in plans and procedures.



Section 6: Standards for Other State Emergency Plans

The SEOP, as the core plan for state-level incident management, provides the structures and processes for coordinating incident management activities. The SEOP incorporates existing state incident management plans as integrated components, supplements, or as supportive operational plans.

State agencies are expected to incorporate key SEOP concepts and procedures when developing or updating incident management and response plans. When an agency develops a plan that involves events within the scope of the SEOC, these plans should be coordinated with HSEM to ensure consistency. Agency plans should be incorporated, either by reference or as a whole, into the SEOP. HSEM will endeavor to maintain a complete set of all current state interagency plans.

Incident management and response plans must include, to the extent authorized by law:

1. Principles and terminology of NIMS;
2. Reporting requirements of the SEOP;
3. Links to key SEOP organizational elements;
4. Procedures for transitioning from localized to widespread incidents.

The broader range of SEOP-supporting documents includes strategic, operational, tactical, and incident or hazard-specific contingency plans and procedures. Strategic plans are developed based on long-range goals, objectives and priorities. Operational plans merge the on-scene tactical concerns with overall strategic objectives. Contingency plans are based on specific scenarios and planning assumptions related to a geographic area or the projected impacts of a hazard.



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Appendix A: Acronyms

AAR/IP	After Action Report / Improvement Plan
ACEPS	Advisory Council on Emergency Preparedness and Security
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CIKR	Critical Infrastructure and Key Resources
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CPR	Cardio-Pulmonary Resuscitation
DBEA	Department of Business and Economic Affairs
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DNCR	Department of Natural and Cultural Resources
DOE	Department of Education
DOIT	Department of Information Technology
DOS	Department of Safety
DOT	Department of Transportation
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Director
EOC	Emergency Operations Center
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
GAR	Governor's Authorized Representative
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HSEEP	Homeland Security Exercise and Evaluation Program
HSEM	NH Homeland Security and Emergency Management
IAC	Information and Analysis Center
IAEM	International Association of Emergency Managers
IAP	Incident Action Plan
ICS	Incident Command System
IEMAC	International Emergency Management Assistance Compact
IEMG	International Emergency Management Group
IMAT	Incident Management Assistance Team
JIC	Joint Information Center
JIS	Joint Information System
KSA	Knowledge, Skills, and Abilities



LEOC	Local Emergency Operations Center
LEOP	Local Emergency Operations Plans
LOA	Letter of Agreement
MAC	Mission Assignment Coordinator
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NH	New Hampshire
NIMS	National Incident Management System
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
OSI	Office of Strategic Initiatives
PDD	Presidential Disaster Declaration
PHS	Public Health Service
PIO	Public Information
PUC	Public Utilities Commission
REP	Radiological Emergency Preparedness
RRCC	Regional Response Coordination Center
RSA	Revised Statue Annotated
RSF	Recovery Support Function
SAR	Search and Rescue
SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SEOC	State Emergency Operations Center
SEOP	State Emergency Operations Plan
SERC	State Emergency Response Commission
SHMP	State Multi-Hazard Mitigation Plan
SITREP	Situation Report
SLO	State Liaison Officer
SMHT	Smart Manufacturing/High Technology
SOG	Standard Operating Guideline(s)
SOP	Standard Operating Procedure(s)
SPR	Stakeholder Preparedness Report
THIRA	Threat and Hazard Identification and Risk Assessment
TTX	Tabletop Exercise
UNH	University of New Hampshire
USACE	United State Army Corps of Engineer



Appendix B: Glossary

After Action Report/Improvement Plan - The main product of the Evaluation and Improvement Planning process. The After Action Report is a report that captures observations of an exercise, incident, or event and makes recommendations for post-exercise improvements; and an Improvement Plan identifies specific corrective actions, assigns them to responsible parties, and establishes targets for completion.

Continuity of Government - A coordinated effort within the State Executive branch to ensure that essential functions continue to be performed during a catastrophic incident.

Continuity of Operations- Capability to continue essential program functions and to preserve essential processes, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential incidents.

Disaster/Emergency - Any natural, technological, or human-caused event, which causes sufficient damage to life and property. Disaster and emergency are used interchangeably whenever a situation calls for a crisis response; however, emergencies can be handled with resources routinely available to the community. A disaster calls for a response that exceeds local capabilities.

Drill - A supervised instruction period designed to test, develop, and maintain skills in a particular operation, as well as to provide a means to correct deficiencies identified in other drills or exercises.

Emergency Management Director - The individual who is directly responsible on a day-to-day basis for the jurisdiction's effort to develop a capability for coordinated response and recovery from the effects of disaster, pursuant to NH RSA 21-P:39, I-IV.

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

Essential Program Function - Activities that enable an agency, department, organization, or individual to carry out response actions, provide vital services, protect the safety and well-being of the citizens of the program's jurisdiction, and maintain the economic base.

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

Exercise – A controlled event that tests the integrated capability and a major portion of the basic elements existing within emergency plans and organizations.

Governor's Authorized Representative (GAR) - The representative of the Governor (usually the HSEM Director) 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.

Hazardous Material – A material (flammable, poisonous, corrosive, etc.) that would be a danger to life, property, or the environment, if released without precautions.



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 Objectives – A statement of strategies and tactical directions for resources. Must be realistic based on available resources, achievable, measurable and yet flexible enough to allow for changes in the situation.

Mitigation - The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards and includes long-term activities that lessen the undesirable effects of unavoidable hazards or reduce the degree of hazard risk.

Preparedness - The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, mitigate, respond to, and recover from incidents. Preparedness is a continuous process.

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

Recovery - Activity involves assistance to return the community to normal or near-normal conditions. Short-term recovery returns vital life-support systems to minimum operating standards. Long-term recovery may continue for a number of years after a disaster and seeks to return life to normal or improved levels.

Response - Actions that occur immediately before, during, or directly after an emergency or disaster. This includes lifesaving actions such as the activation of warning systems, staffing EOCs, implementation of shelter or evacuation plans and search and rescue.

Unified Command- A team which 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.



Appendix C: Authorities and Reference

State Authorities

New Hampshire RSA 4:45 State of Emergency Declaration; Powers.

New Hampshire RSA 4-C Office of Strategic Initiatives

New Hampshire RSA 21-O, Department of Environmental Services

New Hampshire RSA 21-P Department of Safety

New Hampshire RSA 106-D New England State Police Compact

New Hampshire RSA 107-B Nuclear Planning and Response Program

New Hampshire RSA 108 Emergency Management Assistance Compact and the Northeastern American/Canadian Emergency Management Assistance Compact

New Hampshire RSA 110-B The Militia

New Hampshire RSA 126 Vital Records and Health Statistics

New Hampshire RSA 126-A Department of Health and Human Services

New Hampshire RSA 128 Town Health Officers

New Hampshire RSA 141-C Communicable Disease

New Hampshire RSA 146-A Oil Discharge or Spillage in Surface Water or Groundwater

New Hampshire RSA 147-A Hazardous Waste Management

New Hampshire RSA 151 Residential Care and Health Facility Licensing

New Hampshire RSA 153:4-a Duties of State Fire Marshal

New Hampshire RSA 154 Firewards, Firefighters, and Fire Hazards

New Hampshire RSA 161 Human Service

New Hampshire RSA 194 School Districts

New Hampshire RSA 200 Health and Sanitation

New Hampshire RSA 206 Fish and Game Commission

New Hampshire RSA 228 Administration of Transportation Laws

New Hampshire RSA 362 Public Utilities

New Hampshire RSA 422 NH Aeronautics Act

New Hampshire RSA 425 The Department of Agriculture, Markets and Food

New Hampshire RSA 485-A Water Pollution and Disposal of Wastes

New Hampshire RSA 508:17 Volunteers; Nonprofit Organizations; Liability Limited

New Hampshire RSA 651-F Information and Analysis Center

New Hampshire RSA 339:79 Requirements for Guaranteed Price Plans and Prepaid Contracts for Petroleum.



Federal Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93- 288, as amended, 42 U.S.C. §§ 5121-5207, and Related Authorities

Code of Federal Regulations (CFR), Title 10, Part 20 - Standards for Protection Against Radiation

Code of Federal Regulations (CFR), Title 44, as amended- Emergency Management and Assistance

Homeland Security Act of 2002 - Public Law 107-296

Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents

Homeland Security Presidential Directive 7 (HSPD-7), Critical Infrastructure Identification, Prioritization and Protection

Homeland Security Presidential Directive 8 (HSPD-8), National Preparedness

The Disaster Relief Act of 1974, Public Law 93-238 and, Executive Order 11795

The Atomic Energy Act of 1954, Public Law 83-703 as amended

Post-Katrina Emergency Management Reform Act of 2006

Sandy Recovery Improvement Act of 2013

Pets Evacuation and Transportation Standards Act of 2006

Posse Comitatus Act of 1878 (18 U.S.C. § 1385)

Presidential Executive Order 11988, Flood Plain Management

Presidential Executive Order 11990, Protection of Wetlands

Presidential Executive Order 12148 - Federal Emergency Management

Presidential Executive Order 12657, FEMA Assistance in Emergency Planning at Commercial Nuclear Power Plants

President's Executive Order 12656, Assignment of Emergency Preparedness Responsibilities

Presidential Decision Directive 39 (PPD-39), United States Policy on Counter Terrorism

Presidential Decision Directive 41 (PPD-41), United States Cyber Incident Coordination

Presidential Decision Directive 62 (PPD-62), United States Policy on Combating Terrorism

Presidential Decision Directive 63 (PPD-63), United States Policy on Protecting America's Critical Infrastructures

National Infrastructure Protection Plan (NIPP) 2013

National Response Framework 2019

NUREG-0654/FEMA-REP-1, REV. 1, Criteria for Preparation and Evaluation of

Nuclear Regulation (NUREG) 0654/FEMA-REP-1

Public Law 85-256, Price-Anderson Act



Annexes

Emergency Support Functions (ESF) Annexes

ESF 1: Transportation
ESF 2: Communications and Alerting
ESF 3: Public Works and Engineering
ESF 4: Firefighting
ESF 5: Emergency Management
ESF 6: Mass Care, Housing, and Human Services
ESF 7: Resource Support
ESF 8: Health and Medical
ESF 9: Search and Rescue
ESF 10: Hazardous Materials
ESF 11: Agriculture, Cultural, and Natural Resources
ESF 12: Energy
ESF 13: Law Enforcement
ESF 14: Volunteer Management
ESF 15: Public Information
ESF 16: Military Support
ESF 17: Cybersecurity
ESF 18: Business and Industry

Incident Specific Annexes

Radiological Emergency Response for Nuclear Facilities
Cyber Disruption Plan

Supporting Annexes

State Hazard Mitigation Plan
Continuity of Operations Plan
Distribution Management Plan
Recovery Annex

