

*City of Berlin, NH*

***Emergency Operations Plan***

**2013**



***For Official City Use Only***

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**RECORD of REVISIONS and CHANGES**

- 1. Emergency Operations Plan (ESF Format)                      2013

**STATEMENT OF PROMULGATION**

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

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

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

The City of Berlin, NH Emergency Operations Plan is adopted effective this day, the \_\_\_\_\_ of \_\_\_\_\_, 2013.

\_\_\_\_\_  
City Manager

\_\_\_\_\_  
Emergency Management Director

**ANNUAL CONCURRENCE**

The City of Berlin shall execute this page annually by the members of the new governing body at their first organizational meeting.

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

**REVIEWED AND APPROVED**      **DATE:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_

Emergency Management Director

**CONCURRENCE OF APPROVAL**

**SIGNATURE:** \_\_\_\_\_

**TYPED NAME:** \_\_\_\_\_

City Manager

## **FOREWORD**

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

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

*Signatories to the City of Berlin Emergency Operations Plan (EOP)*

\_\_\_\_\_  
**City Manager**

\_\_\_\_\_  
**Emergency Management Director**

\_\_\_\_\_  
**Fire Department**

\_\_\_\_\_  
**EMS Department**

\_\_\_\_\_  
**Police Department**

\_\_\_\_\_  
**Public Works**

\_\_\_\_\_  
**Berlin Water Works**

\_\_\_\_\_  
**Code Enforcement**

\_\_\_\_\_  
**Welfare & Health Department**

\_\_\_\_\_  
**Planning Department**

\_\_\_\_\_  
**School (SAU #3 or Principal)**

\_\_\_\_\_  
**Berlin Housing Authority**

\_\_\_\_\_  
**Tri-County CAP**

## **I. Introduction**

The *City of Berlin Emergency Operations Plan*, hereafter referred to as the **EOP**, is designed to address the response to consequences of any disaster or emergency situation that would affect the population and/or property within the City of Berlin, NH. The **EOP** is applicable to natural disasters such as earthquakes, hurricanes, and tornadoes; manmade incidents such as civil disturbances; and technological situations such as hazardous materials incidents (including terrorism), power failures, nuclear power plant incidents, and national security emergencies. In order to further describe the purpose of the EOP and its role in emergency management the relevant terms are highlighted below:

**Emergency Operations Plan:** The **EOP** describes the basic mechanisms and structures by which the City of Berlin would respond to potential and/or actual emergency situations. To facilitate effective response operations, the **EOP** incorporates a functional approach that groups the types of assistance to be provided into Emergency Support Functions (ESFs) (i.e., communications, transportation, etc.). Each ESF is assigned a primary or co-primary agency, which has been selected based upon statutory authority, current roles and responsibilities, resources, and capabilities within the particular functional area. Other agencies have been designated as support agencies for one or more of the ESF(s) based upon their expertise, resources, and capabilities to support the functional areas. The primary agency is responsible for developing and maintaining the ESF documents and for coordinating related tasks during emergency operations. The EOP does not contain the detailed “how-to” instructions that need to be known only by an individual or group with responsibility to perform the function. The standard operating procedures are referenced as deemed appropriate.

**Emergency Operation Center (EOC):** The City of Berlin maintains an EOC as part of the City’s Emergency preparedness program. The EOC is where department heads, government officials, and volunteer agencies gather to coordinate their response to an emergency event. The EOC is where the officials responsible for responding to major emergencies and disasters assemble to direct and control the jurisdiction’s response. The EOC goes into operation when the elected officials decide that the situation is serious enough to require a coordinated and other-than-routine response.

**National Incident Management System (NIMS) / Incident Command System (ICS):** NIMS/ICS is a model for command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life and property. The command function is directed by the **Incident Commander (IC)**, who is the person in charge at the incident and who must be fully qualified to manage the response. The Incident Command Structure and the EOC function together with the same goals, but function at different levels of responsibility. The Incident Commander is responsible for on-scene response activities, and the EOC is responsible for the entire community-wide response to the event.

**Emergency Management Director (EMD):** The EMD works closely with all emergency response managers as the City collectively prepares for and responds to emergencies. The EMD is located at the EOC and coordinates the community-wide response to the event.

### **A. Purpose**

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

The *EOP* is designed to:

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

### **B. Scope**

1. This *EOP* addresses the emergencies and disasters likely to occur as described in Appendix D, Hazard Analysis and Assessment.
2. Includes those actions that support local and state government efforts to save lives, protect public health and safety, and protect property.
3. Comprises all local departments and agencies assigned one or more functions, activities, and/or tasks, to provide response and recovery activities in support of local operations during an emergency or disaster.
4. Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.
5. Describes how State and Federal resources will be coordinated to supplement local resources in response to a disaster.
6. As acknowledged by the City in the NIMS Resolution in Appendix G, this *EOP* corresponds with the National Incident Management System (NIMS) of March 1, 2004. The Berlin EOP establishes the basic elements of the NIMS, including the Incident Command System (ICS).

### **C. Structure**

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

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

hazard analysis and assessment, which serve as points of reference and information for the users.

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

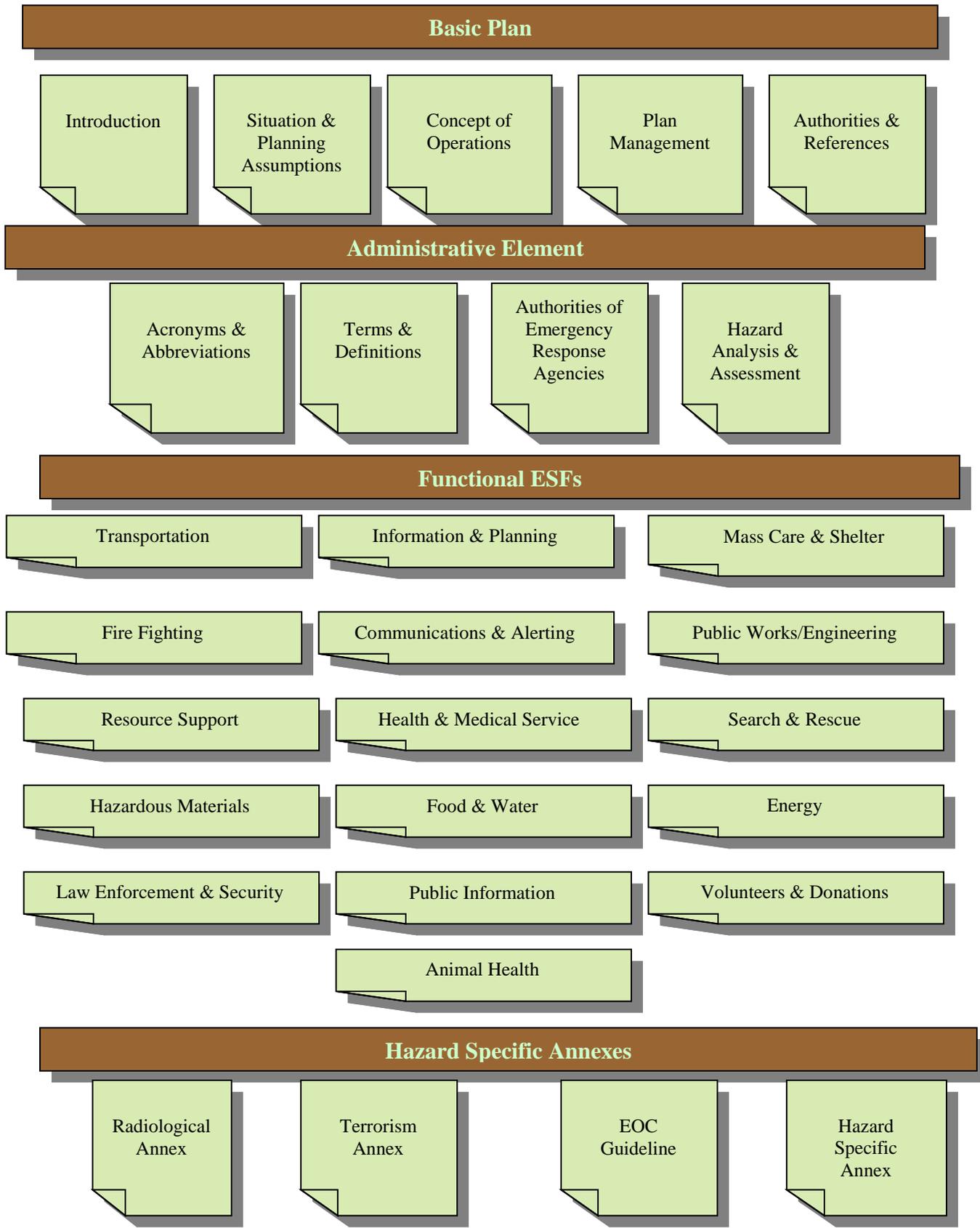


Figure 1 - Components of the Berlin EOP

## **D. ESF Descriptions**

**ESF-1, Transportation** – Provides for coordination, control and allocation of transportation assets in support of the movement of emergency resources including the evacuation of people, and the redistribution of food and fuel supplies.

**ESF-2, Communications and Alerting** – Provides the responsibilities and establishment of procedures to provide communications and alerting for the City. Consists of personnel and equipment, including local, state, federal, and volunteer resources essential to coordinate and disseminate information before, during, and after an impending or actual emergency.

**ESF-3, Public Works & Engineering** – Provides for debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services, and the safety inspection of damaged public buildings.

**ESF-4, Fire Fighting** – Provides for mobilization and deployment, and assists in coordinating structural fire fighting resources to combat urban incidents; provides incident management assistance for on-scene incident command and control operations.

**ESF-5, Information and Planning** – Provides for the overall management and coordination of the City's emergency operations in support of their government; collects, analyzes and disseminates critical information on emergency operations for decision making purposes; identifies the roles and responsibilities of local government in coordinating state and federal assistance to local government.

**ESF-6, Mass Care & Shelter** – Manages and coordinates sheltering, feeding and first aid for disaster victims; provides for temporary housing, food, clothing, and special populations needs in situations that warrant mass-care systems; manages the receipt and distribution of donated goods and services; provides assistance in coordinating and managing volunteer resources.

**ESF-7, Resource Support** – Secures resources through mutual aid agreements and procurement procedures for all ESFs, as needed; provides for coordination and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and initial relief operations.

**ESF-8, Health and Medical Services** – Provides care and treatment for the ill and injured; mobilizes trained health and medical personnel and other emergency medical supplies, materials and facilities; provides public health and environmental sanitation services, disease and vector control, and the collection, identification, and protection of human remains.

**ESF- 9, Search & Rescue** – Provides resources for ground, water, and airborne activities to locate, identify, and remove from a stricken area, persons lost or trapped in buildings and other structures; provides for specialized emergency response and rescue operations.

***ESF- 10, Hazardous Materials*** – Provides response, inspection, containment and cleanup of hazardous materials accidents or releases.

***ESF –11, Food & Water*** – Identifies, secures, prepares, and/or arranges for transportation of safe food and water supplies for mass feeding to affected areas following a disaster.

***ESF- 12, Energy*** – Coordinates with the private sector the emergency repair and restoration of critical public energy utilities, (i.e., gas, electricity, etc.); coordinates the rationing and distribution of emergency power and fuel.

***ESF- 13, Law Enforcement & Security*** – Provides for the protection of life and property by enforcing laws, orders, and regulations, including the movement of persons from threatened or hazardous areas; provides for area security, traffic, and access control.

***ESF- 14, Public Information*** – Provides for effective collection, control, and dissemination of public information to inform the general public adequately of emergency conditions and available assistance; coordinates a system to minimize rumors and misinformation during an emergency.

***ESF- 15, Volunteers and Donations*** – Facilitates the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

***ESF-16, Animal Health*** – Establish procedures to create an Animal Response Team, which will coordinate volunteer groups, mutual aid, emergency responders, and veterinary medical personnel to respond to the needs of animals affected by disasters.

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

Figure 2 – Emergency Support Function Assignment Matrix

Function	City Manager	Emergency Management Dir.	Fire Department	EMS Department	Police Department	Public Works Dept.	Berlin Water Works	Code Enforcement	Welfare & Health Department	Planning Department	School (SAU 3 or Principal)	Berlin Housing Authority	Tri-County CAP (RSVP)	NH Fish & Game
ESF 1-Transportation		<b>P</b>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>				<i>S</i>		<i>S</i>	
ESF 2-Communications & Alerting		<i>S</i>	<b>P</b>		<b>P</b>									
ESF 3-Public Works & Engineering		<i>S</i>	<i>S</i>			<b>P</b>	<i>S</i>	<i>S</i>						
ESF 4-Fire Fighting		<i>S</i>	<b>P</b>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>							
ESF 5-Information & Planning	<i>S</i>	<b>P</b>								<i>S</i>				
ESF 6-Mass Care & Shelter	<i>S</i>	<i>S</i>			<i>S</i>	<i>S</i>			<b>P</b>		<i>S</i>	<i>S</i>	<i>S</i>	
ESF 7-Resource Support	<i>S</i>	<b>P</b>	<i>S</i>		<b>S</b>	<i>S</i>	<i>S</i>			<i>S</i>		<i>S</i>	<i>S</i>	
ESF 8-Health & Medical Services		<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>				<b>P</b>					
ESF 9-Search & Rescue			<b>P</b>	<i>S</i>	<i>S</i>			<i>S</i>						<i>S</i>
ESF 10-Hazardous Materials			<b>P</b>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>			<i>S</i>				
ESF 11-Food & Water	<i>S</i>	<i>S</i>							<b>P</b>		<i>S</i>			
ESF 12-Energy	<i>S</i>	<b>P</b>				<i>S</i>		<i>S</i>						
ESF 13-Law Enforcement & Security			<i>S</i>		<b>P</b>	<i>S</i>								
ESF 14-Public Information		<i>S</i>			<b>P</b>									
ESF 15-Volunteers & Donations	<i>S</i>	<i>S</i>									<i>S</i>		<b>P</b>	
ESF 16-Animal Health		<i>S</i>				<b>P</b>								

**P** = Primary Agency  
*S* = Support Agency

**II. Situation and Planning Assumptions**

**A. Situation**

The City of Berlin is located in the southeastern portion of Coos County in northern New Hampshire. It is approximately 100 miles north of the City of Concord and 50 miles west of the Town of Rumford, Maine. Berlin is bordered by the Towns of Milan, Randolph and Gorham and the unincorporated area of Kilkenny and Success. Berlin is governed by a Council-Manager form of government, with a population of over 10,000 people. The City is predominantly a residential community with some commercial businesses, primarily established on Routes 110 and 16. The primary categories of development in the City are commercial/industrial, residential, utilities, forestry, and agriculture.

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

- |                     |                     |
|---------------------|---------------------|
| Arson               | Health Pandemic     |
| Civil Disorder      | Plane Crash         |
| Flooding            | Radiological Agent  |
| Haz Mat (fixed)     | Terrorism           |
| Haz Mat (transport) | Wildland/Urban Fire |
| Hurricane           | Wind                |
| Ice & Snow Events   |                     |

Accordingly, the situation is as follows:

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

***B. Planning Assumptions***

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

1. The City, in conjunction with the state, is primarily responsible for natural, manmade, and technological emergency preparedness and has shared responsibilities with the state and federal government for national security preparedness.
2. That a disaster, producing a great number of casualties and wide spread damage, may occur with little or no warning.
3. Depending upon the severity of the situation, the City of Berlin may be quickly overwhelmed with the emergency.
4. Each level of government will respond to an incident using its available resources, to include the use of mutual aid, and may request assistance from the next higher level of government, if required (i.e., municipality to state and state to federal government).
5. The state will modify normal operations and redirect resources to assist and support our local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services.
6. Private and volunteer organizations, (i.e., American Red Cross, Volunteer Organizations Active in Disasters (VOAD), etc.) will provide immediate life-sustaining relief to individuals and families, not normally available from government resources. Local and/or state agencies will assist these organizations by providing information, guidance, and coordination of relief efforts.
7. Local and state emergency operations plans address the ability to direct, control, coordinate and manage emergency operations during multiple events.
8. The National Incident Management System (NIMS) Incident Command System (ICS) will be used as the principal on-scene incident management system to direct and control response and initial relief actions and activities.
9. Local government will continue to function under all disaster and emergency conditions.
10. Citizens expect governments to keep them informed and to provide assistance in the event of an emergency or disaster.
11. If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate federal assistance to augment efforts in relieving major emergency

or disaster related problems beyond the capabilities of state and local government.

### ***C. Hazard Analysis and Assessment***

The hazard analysis and assessment study is located as *Appendix D, Hazard Analysis and Assessment*, in the Administrative Appendices to this *EOP*. A more comprehensive analysis of hazards is included in the 2010 Hazard Mitigation Plan.

## ***III. Concept of Operations***

### ***A. General***

1. Local response operations will be organized and managed under the National Incident Management System (NIMS) and the Incident Command System (ICS).
2. Assigned departments have been grouped together under the Emergency Support Functions (ESFs), either as primary, co-primary, or support, to facilitate the provisions of the response actions of the state.
  - a. Each ESF has been assigned a number of functions to support response operations in an emergency situation. The designated primary agency, with the assistance of one or more of the support agencies, is responsible for managing the activities of the ESF and ensuring the missions are carried out, as necessary. The primary and support agency assignments for each of the ESFs are identified by *Figure 2, Emergency Support Function Assignment Matrix* shown earlier in Basic Plan, Page 7.
  - b. Specific functional missions, organizational structures, response actions, primary and/or co-primary, and support agency responsibilities are described in the individual ESF sections to the *EOP*.

### ***B. Berlin Emergency Operations Plan (EOP) Implementation***

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

### **C. Organization and Assignment of Responsibilities**

#### **1. General**

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

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

#### **2. Emergency Operations Center (EOC)**

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

#### **3. Organization**

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

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

##### **a. Command and Control Section**

This section is composed of elements that provide direction and control of the emergency situation; ensures the response follows established SOPs/SOGs; and provides for a centralized EOC facility. The EMD or

Deputy EMD is the primary person assigned to the Command and Control Section and will ensure the following:

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

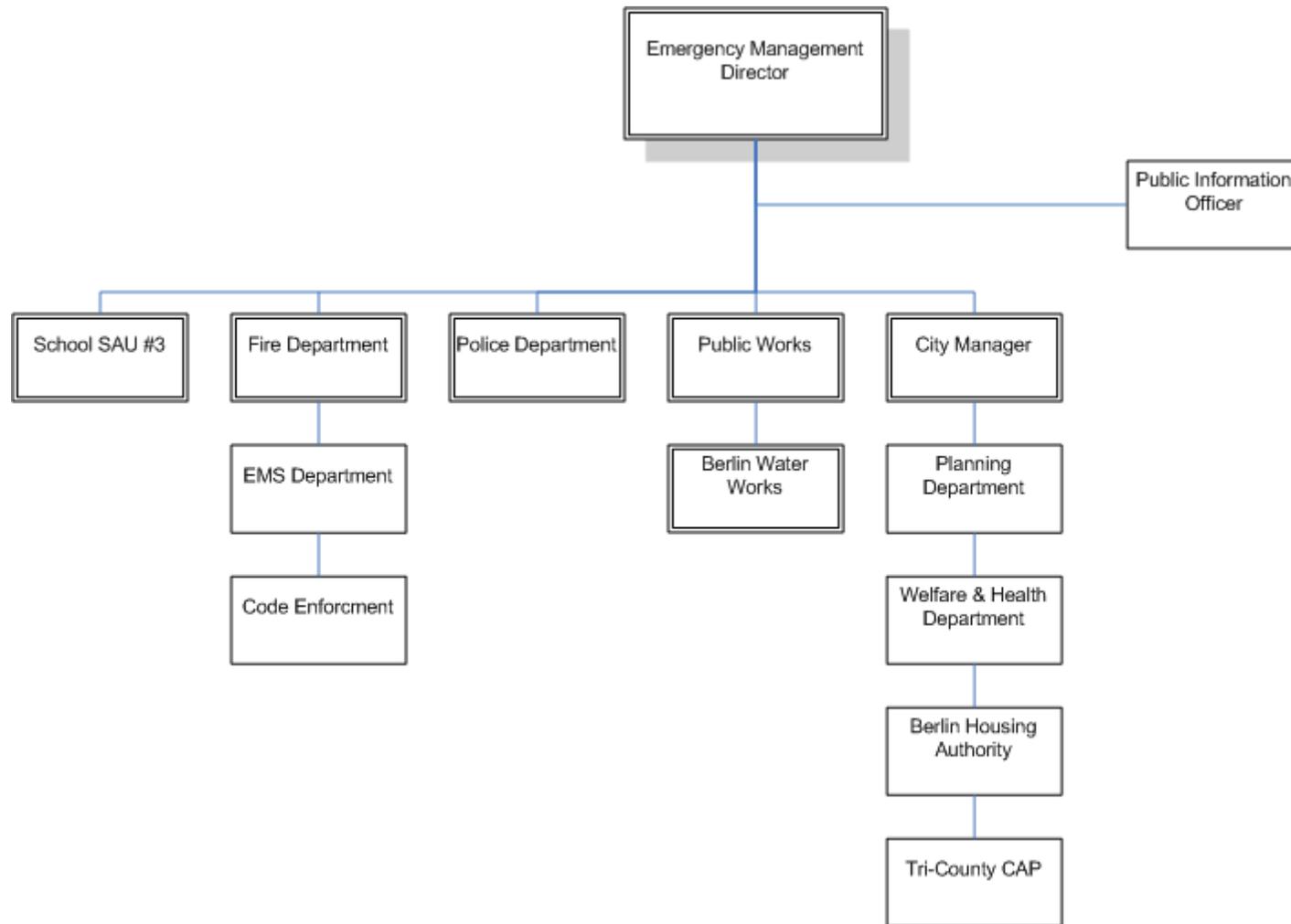
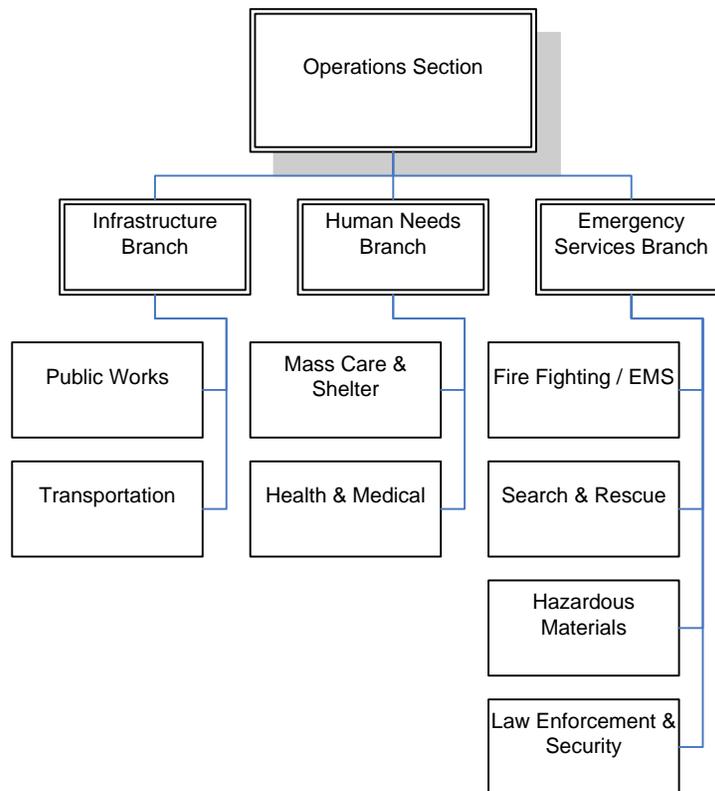


Figure 3: Emergency Operations Center Organization Chart

**b. Operations Section**

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

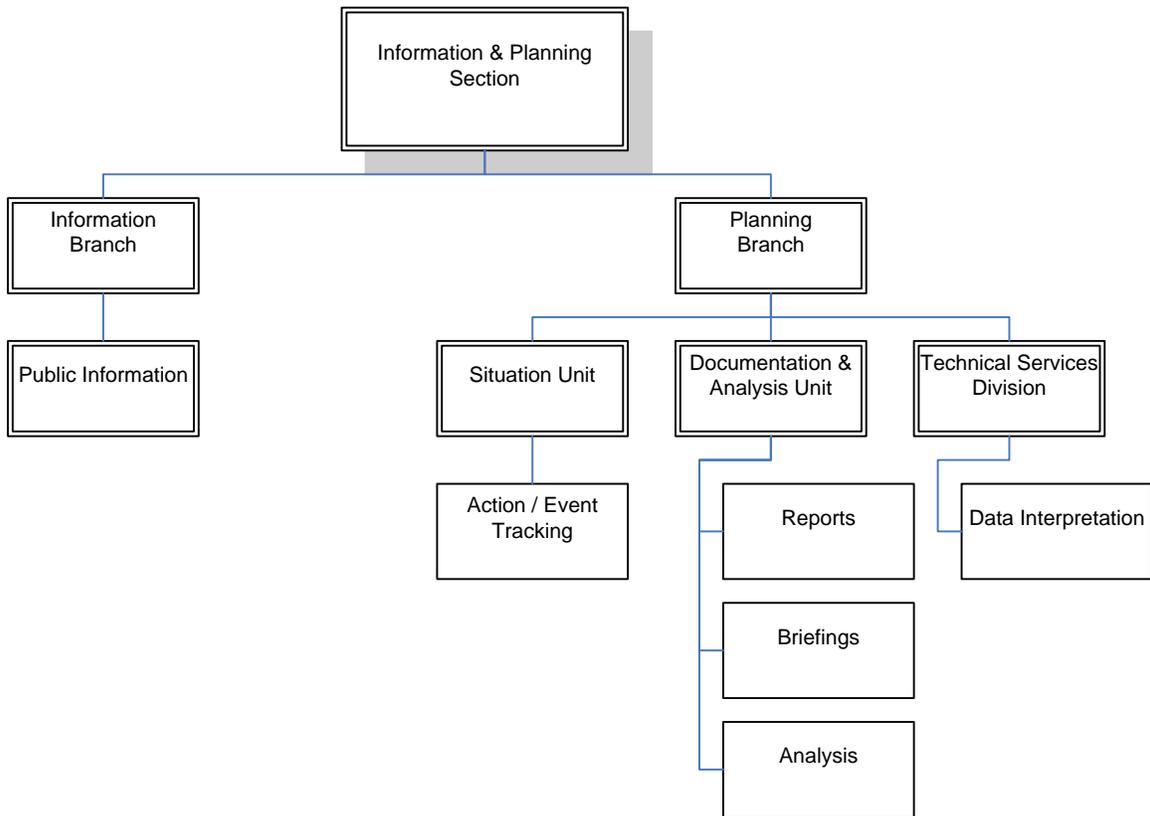


*Figure 4: Operations Section Organization Chart*

c. **Information & Planning Section**

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

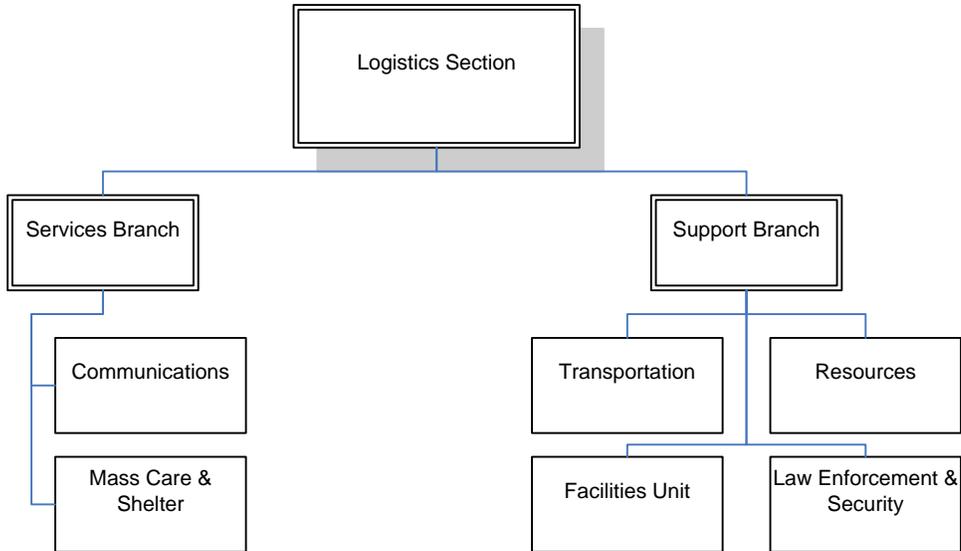
During activations of the EOC, the Information and Planning Section will be supported by each of the ESFs represented in the EOC.



**Figure 5: Information and Planning Section Organization Chart**

d. **Logistics Section**

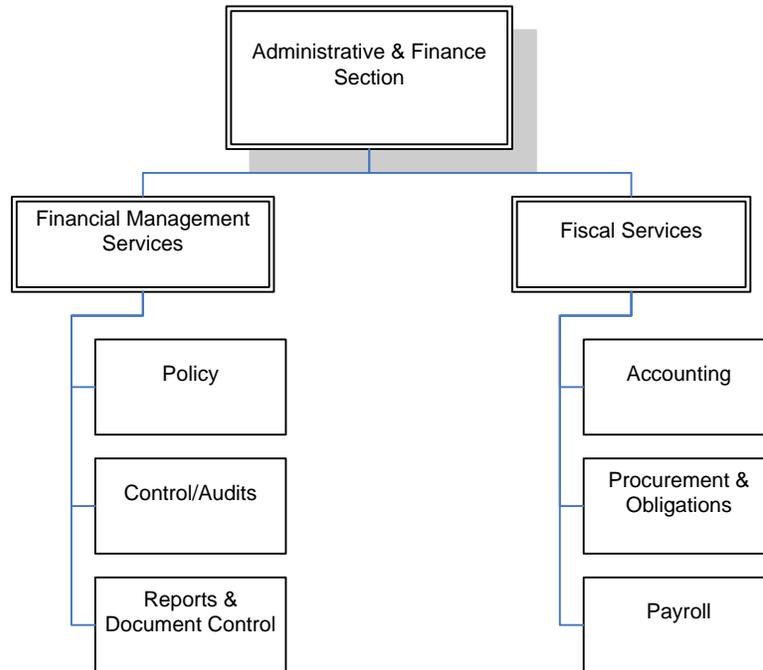
This element includes activities, which provide facilities and services to support response and recovery efforts.



*Figure 6: Logistics Section Organization Chart*

e. **Administrative & Finance Section**

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



**Figure 7: Administrative & Finance Section Organization Chart**

4. **Responsibilities**

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

The **Emergency Management Director** is responsible for:

1. Coordinating emergency operations training for all departments.
2. Conducting test exercises of a multi-department nature and assisting departments to conduct their own test exercises.
3. Coordinating emergency operations.
4. Maintaining the Emergency Operations Plan.
5. Providing information on existing and potential resources.
6. Providing and coordinating administrative support for the Emergency Operations Center (EOC).
7. Coordinating emergency functions for community or organizations and industries.

The **City Manager** is responsible for:

1. Supporting the EMD in establishing, equipping and staffing the EOC.
2. Coordinating financial support for emergency response and recovery operations.

3. Providing leadership for disaster mitigation programs.

The **Fire Department** is responsible for:

1. Containing and extinguishing fires.
2. Dispersing its own equipment and manpower to strategic locations, as necessary.
3. Assisting the Police Department in providing crowd control.
4. Providing a monitoring capability for radiological accidents or incidents.
5. Coordinating regional fire mutual aid.
6. Providing and maintaining an up-to-date fire department emergency implementation plan, assisted by the Emergency Management Director.
7. Supervising emergency operations in hazardous materials accidents or incidents.

The **EMS Department** is responsible for:

1. Providing emergency medical service and transportation.
2. Coordinating emergency health care planning.

The **Police Department** is responsible for:

1. Providing emergency operations training for its own personnel, assisted by the Emergency Management Director.
2. Protecting life and property, assisted by all departments.
3. Providing crowd control, assisted by the Fire Department.
4. Dispersing its own equipment and manpower to strategic locations, as necessary.
5. Coordinating regional police mutual aid.
6. Providing and maintaining an up-to-date police department emergency implementation plan, assisted by the Emergency Management Director.
7. Coordinating all emergency traffic control procedures within the community.

The **Public Works** is responsible for:

1. Providing emergency operations training for members of its own staff, assisted by the Emergency Management Director.
2. Assisting in the protection of life and property.
3. Dispersing its own equipment and manpower to strategic locations.
4. Coordinating public works mutual aid.
5. Keeping streets clear of debris.
6. Providing refuse disposal.
7. Providing and maintaining an up-to-date department emergency implementation plan, assisted by the Emergency Management Director.
8. Assisting with emergency transportation.
9. Assisting in the restoration of utility services.

The **Berlin Water Works** is responsible for:

1. Maintaining and providing water supply & distribution to the public water supply.

2. Provide equipment, resources and personnel as available.
3. Coordinate with Public Works Department.

The **Code Enforcement Department** is responsible for:

1. Coordinating emergency repairs to essential community structures.
2. Coordinating damage assessment activities and determining substantial damage.
3. Serving as a member of the safety and damage assessment teams in assessing public buildings for damage and/or hazards.
4. Maintain liaison with local contractors and equipment dealers.

The **Welfare & Health Department** is responsible for:

1. Enforcing public health standards.
2. Coordinate emergency shelter and feeding.
3. Implementation the local and regional pandemic plan.
4. Coordinating mass burials.
5. Liaison with NH Department of Health and Human Services.
6. Assistance with elderly issues.
7. Providing food assistance.
5. Monitoring all temporary facilities to maintain safety and health code compliance.
6. Provide nurse for triage at shelter.

The **Planning Department** is responsible for:

1. Providing maps for planning and EOC display purposes.

The **School District** is responsible for:

1. Coordinating emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.
2. Providing shelter facilities.
3. Provide busses for mass transportation

The **Berlin Housing Authority** is responsible for:

1. Providing support in the implementation of ESF 6 – Mass Care and Shelter and ESF 7 – Resource Support.

The **Tri-County CAP** is responsible for:

1. Providing support in the implementation of ESF 7 – Resource Support
2. Primary support in the implementation of ESF 15 – Volunteers & Donations.

**D. Administrative, Finance, and Logistics**

1. **Administrative**
  - a. During an emergency/disaster local government shall determine, as necessary, which normal administrative procedures shall be suspended, relaxed or made optional in order to prevent

unnecessary impediments to emergency operations and recovery activities. Departures from normal methods should be stated in the State of Emergency declarations, or as specified in the *EOP* and its supporting documents.

- b. Emergency response elements will include provisions for documenting all disaster related expenditures using accepted accounting procedures. Such accounting documentation will support the City's request for supplemental assistance.
- c. Upon activation of the *EOP*, each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies and vehicles are accounted for and protected.
- d. All City departments and offices shall implement established resource controls and determine the availability and accessibility of such resources. Additional required resources needed to support the emergency operation should be identified.
- e. When local resources have been exhausted, requests for assistance will be submitted to the State EOC.
- f. Training of emergency operations staff should be conducted annually through in-house training sessions, exercises, actual response, and Homeland Security Emergency Management (HSEM)/Federal Emergency Management Agency (FEMA) courses. If warranted, the EMD training staff will conduct accelerated/refresher training on an appropriate subject matter during periods of increased readiness status.

2. ***Finance***

- a. Funding allocations to meet the needs of an emergency situation are met by:
  - If a disaster declaration is requested by the Governor, through FEMA Region I, to the President of the United States, and if such is declared, then reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for Federal disaster assistance funds will be in accordance with prescribed State and Federal disaster assistance protocols and procedures.
- b. A major disaster or emergency may require the expenditure of large sums of State and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.
- c. City departments designated as primary and/or co-primary agencies for the ESFs, conducting emergency support activities, will be responsible for establishing and maintaining financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, for

submitting bills in a timely fashion, and for closing out assignments.

- d. The City of Berlin is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures or as stipulated in the ESF documents. Care must be taken throughout the course of the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is necessary to facilitate closeouts and to support post recovery audits.

3. ***Logistics***

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

4. ***Mutual Aid Agreements***

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

### ***E. Notification***

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

1. EMD would be alerted to the emergency or disaster situation by the local or county dispatch, and/or other responding agencies. Depending upon the severity of the incident, the EMD would initiate all or part of the ***EOP***.
2. Primary and support agency notification actions are described in detail under the agency's assigned ESF component of the ***EOP***.
3. Upon initial notification each responding agency is responsible for conducting its own internal notifications.

### ***F. Activation and Deployment***

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

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

### ***G. Local to State and Federal Interface***

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

1. Once the EOC is activated, NH State EOC at (800) 852-3792 will be notified immediately. The linkage within the Local EOC and the State EOC will be established and maintained. Whenever possible, the EOC should establish contact to the State EOC via WEB-EOC at <http://www.nh.gov/safety/divisions/hsem/> and selecting 'CTRL/E' on the

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

- a. **Points of Contact:** The EMD, or his or her designee, will be the liaison to the State EOC.
  - b. Status reports, compiled by EOC staff will be forwarded to the State EOC by the Emergency Management Director.
2. The state to local interface is specified by this EOP and will be guided by emergency management and *ESF 2 - Communications*. The EMD shall have direct responsibility for the organization, administration, and operation for emergency management within Berlin.

***H. Continuity of Operations (COOP)***

1. The major thrust of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, and/or destroy the ability of State and local governments to carry out specific executive, legislative and judicial functions. Therefore, it is imperative that the City of Berlin establishes and maintains the capability to provide response and recovery functions during emergencies or disasters.
2. The Emergency Management Director is responsible for developing, maintaining, and exercising a COOP Plan for the City. The EMD is also responsible for ensuring that all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be maintained during emergencies/disasters, respectively.
3. **In order to ensure effective emergency operations, the following should be considered:**
  - a. The City of Berlin provides a capability to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency and/or disaster that could disrupt governmental operations or services.
  - b. That local emergency response departments provide for the following during emergency operations:
    - 1) Each department have designated and trained personnel available for EOC deployment; and
    - 2) Each department maintains and updates notification lists, twenty-four hour staffing and/or response capabilities, and standard operating procedures/guides (SOPs/SOGs).
  - c. Each of the emergency response departments will also develop and maintain policies, plans and SOPs/SOGs to ensure the capability to provide essential services/functions sustainable during emergencies and/or disasters.
4. In the event the primary EOC at the Police Station is inaccessible, is damaged to the point that it is rendered inhabitable or is destroyed, the

EMD will take action to relocate local emergency operations to the alternate EOC at the Fire Station.

***I. Continuity of Government (COOG) / Line of Succession***

1. In order to maintain civil order and control, it is imperative for all levels of government to identify clear lines of succession and establish the mechanisms to ensure government continues to function during emergencies and/or disasters.
2. The governing body, per the City Charter Subpart A, Section 3, " shall be vested in a body called the city council to consist of eight (8) members and one mayor elected at large.
3. According to the City Charter, Subpart A, Section 11, any "vacancies occurring in the office of councilor from any cause shall be filled until the next municipal election of some qualified person by the recorded votes of at least a majority of all members of the council at the next regular meeting or at a special meeting called for the express purpose of filling the vacancy within thirty days following the creation of the vacancy.

***J. Recovery and Deactivation***

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

1. Ensure that all health and safety issues are resolved prior to full deactivation;
2. That all essential services and facilities are re-established and operational;
3. Recovery operations may be initiated during response operations;
4. Final deactivation of all operational activities should be coordinated with appropriate local, State, and Federal governments.

***IV. Plan Management***

***A. Development***

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

***B. Maintenance***

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

1. The EMD will conduct the overall plan review and report to the City Manager with recommended revisions on an annual basis, every year in

September or October. EMD will request from the primary, co-primary, and support agencies the necessary updates as noted below.

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

**C. Document Control**

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

- Inventory Control Numbering System for plans.
- List of plans with control numbers.
- Identify the location of where the plans are stored/maintained (i.e., EOC).
- Record of plan revisions.
- Plan distribution list.

**D. Training and Exercises**

1. The EMD will utilize annual training and exercise to evaluate the capability of the City to respond to minor, major, and catastrophic disasters. The EMD will coordinate the training of local and volunteer personnel on their roles and responsibilities in the four phases of emergency management (i.e., preparedness, response, recovery, and mitigation).
2. The training and exercise programs will help to ensure the operational readiness of the City's emergency support functions and emergency responders through the design and delivery of courses, professional development seminars and workshops, and hazard specific exercises (e.g., animal health and terrorism related exercises and Radiological Emergency Preparedness Exercises for commercial nuclear power plants) to evaluate

established plans and procedures/guides that are activated during an emergency situation at all levels of the emergency management system.

3. After each hazard-specific exercise a critique is held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans, and procedures/guides.

## **V. Authorities and References**

### **A. Statutes and Regulations**

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

### **B. References**

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

1. Federal Emergency Management Agency, State and Local Guide (SLG) - 101, Guide For All-Hazard Emergency Operations Planning, September 1996.
2. Federal Emergency Management Agency, Managing The Emergency Consequences of Terrorist Incidents, Interim Planning Guide for State and Local Governments, July 2002.
3. Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992.
4. National Response Framework, January 2007.
5. Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability.
6. Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations.