

Town of Seabrook, New Hampshire

Continuity of Operations Plan



Updated
December 2020



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Administrative Handling Instructions

The information gathered in this Continuity of Operations Plan contains information relating to internal personnel practices and is related to the preparation for and the carrying out of emergency functions. This document is therefore exempt from public disclosure pursuant to NH RSA 91-A:5 IV and VI and is therefore exempt and Limited Purpose Release. This document should be safeguarded, handled, transmitted, stored, and destroyed in a manner that precludes unauthorized access. Reproduction or dissemination of this document, in whole or in part, without approval by the Town of Seabrook is NOT authorized.

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Executive Summary

This Continuity of Operations (COOP) Plan for the Town of Seabrook (the Town) presents a management framework, establishes operational procedures to sustain Mission Essential Functions and Essential Supporting Activities if normal operations are not feasible, and guides the restoration of the organization's full functions. This Plan provides for attaining operational capability as soon as possible, no later than twelve (12) hours following an event that dictates the activation of this Plan and ensuring sustainment of operations for thirty (30) days or longer.

The Town has operations that must be performed, or rapidly and efficiently resumed, in an emergency. While the severity of an incident or event cannot be fully predicted, planning for such conditions can mitigate the impacts of the incident or event on the Town's staff, facility(s), its citizens and property owners and the Town's mission as a whole.

The Town has prepared this plan as a site-specific COOP Plan to ensure that Mission Essential Functions and Essential Supporting Activities can be performed during an emergency – either if the emergency affects just the Town and the services that it provides, or the impacts are more widespread. This plan is the foundation upon which the Town's COOP capabilities are built. This is an important resource in ensuring that the Town can conduct its mission and provide essential services to citizens, property owners, businesses and visitors.

The plan is prepared in accordance with National Security Presidential Directive 51 (NSPD-51)/Homeland Security Presidential Directive 20 (HSPD-20) [National Continuity Policy](#) as well as under guidance from [FEMA Continuity Guidance Circular 1 \(CGC 1\)](#) and [FEMA Continuity Guidance Circular 2 \(CGC 2\)](#). This document was further designed to align with planning and continuity requirements as required by standards of the [Emergency Management Accreditation Program \(EMAP\)](#).

The basic elements of this Continuity of Operations Plan are as follows:

- Essential Functions
 - Mission Essential Functions – *Functions that enable an organization to provide vital services, exercise civil authority, maintain the safety of the public, and sustain the industrial/economic base.*
 - Essential Supporting Activities – *Functions that an organization must continue during a continuity activation that enable Mission Essential Functions to be completed.*
- Orders of Succession
- Continuity Facility(s)
- Continuity Communications
- Essential Records Management
- Human Capital
- Test, Training, and Exercise Program
- Devolution of Control and Direction
- Reconstitution Operations

Three additional, important elements of COOP Planning include:

- Budget & Acquisition
- Planning and Program Management
- Risk Management

Objectives

The Town of Seabrook COOP Plan is based on the following objectives:

- Establish an overarching policy and procedures for the continuity of essential government operations and services when a catastrophic event impacts those operations and services
- Identify and understand the risks, threats and hazards that could interrupt government operations and services
- Ensure that citizens, property owners and businesses have confidence and trust in the ability of municipal government to function effectively during and recover quickly from a catastrophic event

Situations

This plan is intended to cover events that result in major disruptions to essential government services and operations due to the loss or incapacitation of facilities, equipment, personnel or other assets. Potential situations include, but are not limited to the following:

- Major damage to or loss of one or more essential facilities, such as town hall, police station, fire station, public works facility, water treatment plant, wastewater treatment plant
- Incapacitation of essential personnel, such as Town leadership, police officers, firefighters, public works staff, etc.
- Loss or incapacitation of computer and information technology capabilities simultaneous with one or more of the above events

Primary Facilities

The following primary facilities are critical to the delivery of one or more essential functions:

Town Hall, 99 Lafayette Road
Fire Station, 87 Centennial Street
Police Station, 7 Liberty Lane
Public Works, 43 Railroad Avenue
Wastewater Treatment Plant, 274 Route 286 (Wright's Island)
Water Treatment Plant, 550 Route 107

Alternate Facility(s)

The following facilities have been identified as alternate facilities for use during a COOP event:

1. Water Treatment Plant, 550 Route 107, Seabrook, NH
2. Town of Plaistow Public Works Facility, 144F Main Street, Plaistow, NH 03865
3. Plaistow Town Hall, 145 Main Street, Plaistow, NH 03865

For additional information on Alternate Facility(s) see Annex B of this plan.

Mission Essential Functions and Essential Supporting Activities

| Priority | Mission Essential Function |
|----------|---|
| 1 | Law enforcement |
| 1 | Firefighting/Rescue |
| 1 | Emergency medical services |
| 1 | Municipal water supply |
| 1 | Wastewater treatment |
| 2 | Roadway maintenance (including snowplowing) |
| 2 | Leadership & Policy |

| Priority | Essential Supporting Activities |
|----------|---------------------------------|
| 1 | Information technology |
| 2 | Financial operations |
| 2 | Personnel administration |
| 2 | Procurement |
| 2 | Solid waste operations |

For additional information on essential functions and supporting activities see Annex A of the Plan.

Testing, Training, and Exercising

All staff must be aware of the COOP Plan, including how it is activated and implemented. Staff with COOP responsibilities must also understand the specifics of the organization’s COOP Plan, their specific roles, and the resources required to complete their responsibilities. See page 37 for details concerning the Town’s Testing, Training and Exercise (TT&E) program.

In addition to the testing, training, and exercising identified above, the Emergency Management Director shall provide a briefing and guidance concerning the use of the plan to any individual who is newly elected or appointed to the following roles:

- Selectman
- Town Manager
- Head of a department/division that provides essential services under this COOP Plan
- Head of a department/division that provides support services under this COOP Plan

Plan Maintenance

The maintenance and updating of the plan are the primary responsibility of the Emergency Management Director. The plan will be reviewed annually by the head of each essential and supporting agency and updated accordingly. In addition, the plan will be reviewed and updated after any of the following:

- An event that requires the use of the Town’s Emergency Operation Plan
- An event that requires the use of this COOP Plan
- Upon completion of any EOP or COOP after-action report or improvement plan

Promulgation Statement

The Town of Seabrook is a political subdivision of the State of New Hampshire. As such, it derives its authority from state statute. The Town recognizes and acknowledges that leadership and policy, law enforcement, firefighting and rescue, emergency medical services, roadway maintenance (including snowplowing), municipal water supply and wastewater maintenance are services provided by the Town. To accomplish its mission, the Town must ensure its operations are performed efficiently and with minimal disruption. Therefore, it is a policy, and a requirement set upon the Town to maintain a viable Continuity of Operations (COOP) Plan to ensure high levels of service quality and availability.

The Town's COOP Plan was developed to mitigate the effects of an incident or emergency which might disrupt the agency's day-to-day and emergency operations. This document provides planning guidance for implementing Continuity of Operations and associated programs to ensure the organization is capable of conducting its Mission Essential Functions and Essential Supporting Activities under all threats, hazards, and conditions.

This Plan will supplement the Town's administrative policies, standard operating procedures/guidelines, and will also integrate with the Town's Emergency Operations Plan and Hazard Mitigation Plan. This COOP Plan shall become effective upon approval of the signatories below and shall supersede any previous versions of the Town's COOP Plan.

All individuals who have responsibilities outlined in this COOP Plan shall read and understand their roles and responsibilities. Those individuals shall conduct and participate in training, drills, and exercises, plan maintenance, and any other efforts needed to support this plan. The Board of Selectmen approve and adopt this plan for the Town and agree to the procedures that are to be followed in the event of an emergency that impacts the facility(s) and employees for whom they are responsible.

Approved: _____ Date _____
Theresa A. Kyle, Chair

Approved: _____ Date _____
Ella M. Brown, Vice-Chair

Approved: _____ Date _____
Aboul B. Khan, Clerk

Record of Changes

| Description of Change | Date Changed | Changed By |
|-----------------------------|------------------|---------------------------|
| Development of Initial Plan | December 1, 2020 | Municipal Resources, Inc. |
| | | |
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Record of Distribution

| Date of Delivery | Number of Copies Delivered | Method Delivered | Organization Receiving Copies |
|------------------|----------------------------|------------------|-------------------------------|
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Introduction

Purpose

To accomplish the mission of the Town of Seabrook it is critical that the identified Mission Essential Functions (MEFs) are performed with minimal disruption, especially during the initial phases of an emergency. This document serves as the base for building a successful Continuity of Operations (COOP) plan as well as related COOP programs. The organization should be capable of performing their MEFs quickly and efficiently during an emergency situation, and when normally available resources are delayed or not available. While it is difficult to determine the severity and impacts of an emergency; effective planning can mitigate the effects of incidents as well as the impacts on the MEFs, personnel, facility(s), and other critical municipal resources.

It is important to follow an all-hazards approach when performing COOP planning. The COOP Plan is part of a much larger planning process which seeks to determine risks and vulnerabilities associated with natural disasters, technological disasters, and other human caused disasters. With the increasing number of technological incidents (intentional and unintentional) as well as terrorist use of weapons of mass destruction (WMDs) the need for COOP planning has increased significantly. The Town of Seabrook continues to be at risk from severe weather events, a fire impacting one or more primary facilities, or a serious incident at the Seabrook nuclear power plant, in addition to other threats, hazards and risks identified below. In addition, the severity of COVID-19 pandemic demonstrates the importance of COOP planning for low probability, high impact events.

This is not an emergency response guide; it is intended to provide guidance on how to continue the identified mission essential functions during continuity incidents. For more information concerning the Town's emergency response planning and capabilities refer to:

Town of Seabrook Emergency Operations Plan (EOP), December 2017

Town of Seabrook Natural Hazard Mitigation Plan (HMP), 2018

Town of Seabrook Radiological Emergency Response for Nuclear Facilities Plan (RERP), June 2017

Town of Seabrook Water Department Emergency Plan, 2015

Scope

The scope of this plan is to ensure that mission essential functions (MEFs) and essential supporting functions (ESFs) of town government are able to perform effectively during a catastrophic event that threatens, damages, or disables one or more primary municipal facilities or resources, including personnel. The scope also includes the process for transitioning to and from a COOP operating environment. This COOP plan is intended to function in parallel with the Town's Emergency Operations Plan.

The personnel identified in this plan as having responsibilities in the operation of MEFs and/or ESFs are expected to fully understand the plan and shall participate in any required tests, drills and exercises related to COOP activities.

Situation Overview

COOP planning must operate under the assumption that there may or may not be information about a pending threat or vulnerability and that the Town must react with little or no notice.

The Town's continuity facilities and alternate facilities were selected following an all-hazards risk assessment of the facilities for continuity operations use. This risk assessment is based upon the Town's Emergency Operations Plan (EOP) and Hazard Mitigation Plan (HMP) that include a local threat and hazard identification and risk assessment (THIRA), and follows guidance provided by the [state Hazard Mitigation Plan](#). The continuity facilities risk assessment addresses the following:

- Identification of natural and man-made hazards, threats and risks
- A vulnerability assessment to determine the effects of identified hazards, threats and risks
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures
- A formal analysis by management of acceptable risk

| Natural Hazards | Severity | Probability* In 25 years | Risk Severity x Probability |
|------------------------|---|---|---|
| | Human / Property / Business Loss 0: n/a 1: Low 2: Moderate 3: High 4: Catastrophic | Likelihood this will occur 0: Improbable 1: Remote 2: Occasional 3: Probable 4: Frequent | 0-3: Low 4-6: Moderate 7-9: High 10-12: Severe |
| Coastal Storms | 3 | 4 | 12 |
| Severe Winter Weather | 3 | 4 | 12 |
| Flooding | 3 | 3 | 9 |
| Hurricane | 3 | 2 | 6 |
| Tornado | 2 | 2 | 4 |
| Wild/Forest Fire | 2 | 2 | 4 |
| Earthquake | 2 | 1 | 2 |
| Lightning/Thunderstorm | 1 | 2 | 2 |

*Probability Terms are defined as:

- Improbable: Not likely to occur in any 25-year period.
- Remote: Less than 1% probability in the next 25-year period.
- Occasional: Between 1% and 50% probability in the next 25-year period.
- Probable: Between 50% and 99% probability in the next 25-year period.
- Frequent: Near 100% probability in the next year.

Table 1. Source: Town of Seabrook EOP, December 2017

In addition to the above, the Town of Seabrook is potentially vulnerable to the following hazards that could impact municipal continuity of operations:

| Hazard | Severity | Probability | Risk |
|-------------------|----------|-------------|------|
| Coastal Flooding | 3 | 4 | 12 |
| Drought | 2 | 3 | 6 |
| Dam Failure | 1 | 1 | 1 |
| Epidemic/Pandemic | 4 | 3 | 12 |
| Radiological | 2 | 3 | 6 |
| Fire & HAZMAT | 1 | 4 | 4 |
| Terrorism | 1 | 1 | 1 |

The [State of New Hampshire THIRA and Hazard Mitigation Plan](#) acknowledge the following hazards to exist within the State:

| Hazard | Probability | Severity | Risk |
|-----------------------|-------------|----------|----------|
| Flooding | High | Moderate | High |
| Coastal Flooding | Moderate | Moderate | High |
| Dam Failure | Low | Moderate | Moderate |
| Drought | Low | Low | Low |
| Wildfire | Low | Low | Low |
| Earthquake | Low | High | Moderate |
| Landslide | Low | Low | Low |
| Radon | Moderate | Low | Moderate |
| Tornado/Downburst | Low | Moderate | Moderate |
| Hurricane | Low | Moderate | Moderate |
| Lightning | Low | Low | Low |
| Severe Winter Weather | High | Low | Moderate |
| Snow Avalanche | Low | Low | Low |
| Epidemic | Moderate | Moderate | High |
| Radiological | Low | Moderate | Moderate |
| Fire & HAZMAT | Low | Low | Low |
| Terrorism | Low | Low | Low |

| Natural | Technological | Human-Caused/Terrorism |
|--|--|--|
| Earthquake Flood Hurricane / Typhoon Winter Storm / Ice storm | Hazmat Release – Chemical Hazmat Release – Radiological | Active Shooter Cyber Attack Explosive Devices Fire - Structural |

Town of Seabrook has a population of 8,869, with a land area of 9.6 sq. miles, of which 8.9 sq. miles is land, and .8 sq. miles is water. The Town of Seabrook is an SB2 town (deliberative town meeting followed by ballot voting), with a three-member board of selectmen and a town manager. There are approximately 150 municipal employees. The Town owns and operates both a water treatment plant and a wastewater treatment plant.

Town-Owned Facilities

| Name | Facility Type | Location | Comments |
|--------------------------|-------------------|--------------------|---|
| Seabrook Town Hall | Municipal offices | 99 Lafayette Road | Back-up power |
| Seabrook Police Station | Police station | 7 Liberty Lane | Back-up power |
| Seabrook Fire Department | Fire station | 87 Centennial Road | Emergency Operations Center/Back-up power |

| | | | |
|---------------------------|------------------------------------|-------------------------------|---|
| Seabrook Public Works | Public works operations facility | 43 Railroad Ave. | Back-up power |
| Seabrook Community Center | Recreational facility & offices | 311 Lafayette Road | Warming & cooling shelter |
| Wastewater Plant | Sewage treatment facility | 274 Route 286, Wrights Island | Back-up power |
| Sewage Pump Stations 1-19 | Sewage pumping | | |
| Water Treatment Plant | Municipal water supply | 550 Route 107 | Alternate facility for COOP/back-up power |
| Water Tanks 1 and 2 | Municipal water storage | | |
| Water Wells 1-12 | Municipal water sources | | |
| Transfer Station | Solid waste & recycling operations | 70 Rocks Road | |
| | | | |
| | | | |
| | | | |

Planning Assumptions

- Emergencies or threatened emergencies may adversely affect the Town’s mission essential functions and ability to provide services to citizens, property owners, business owners or support to external agencies.
- In the event of an emergency, the Town may need to rely on other entities, such as local, county, state or federal government agencies, non-governmental organizations (NGOs), or local volunteers for supplemental personnel and resources in order to continue mission essential functions.
- Emergencies and threatened emergencies differ in order of priority and impact.

- Leadership and personnel will continue to recognize responsibilities to public safety and exercise their authority to implement the Continuity of Operations Plan (COOP Plan) in a timely manner when confronted with events impairing the Town’s mission essential functions.
- The Continuity of Operations Plan can serve as a basis for future development of a regional plan with neighboring municipal, county and state governments and NGOs that could incorporate mutual aid agreements, alternate facility locations and inter-organizational or cross-jurisdictional plans to ensure a coordinated response and continuity of operations in the event of an emergency.
- If properly implemented, the Continuity of Operations Plan will strengthen the disaster resilience of the Town of Seabrook by reducing or preventing disaster-related losses and speeding recovery.
- For minor incidents, the Town may implement this Continuity of Operations Plan at its own discretion.
- Some hazards, such as weather events, cannot be avoided or prevented. These types of events will be prepared for and mitigated to the best state of readiness possible.
- Any hazard not identified in this plan, or other related plans, is not to be considered impossible to occur. Any unforeseen hazard may occur, and thus a response to a similar hazard type will be implemented. An After-Action Report will be developed and formed into an Improvement Plan to ensure that the hazard type is included in the Town’s emergency plans (*e.g.*, EOP, HMP, COOP).
- The Continuity of Operations Plan is to be considered a living document and should be updated annually.

Objectives

The following are the Town’s Continuity Program objectives:

- Ensure the continuous performance of the Town’s mission essential functions/operations during any and all types of emergencies.
- Reduce loss of life and minimize damages and losses to property and the environment.
- Execute successful lines of succession and delegations of authority in the event that a disruption renders the Town leadership unavailable, incapacitated, or incapable of performing their duties, roles, and responsibilities.
- Ensure that the Town has alternate facilities and equipment, and the means to staff, operate and protect these assets.
- Ensure that the Town has the means to protect and preserve essential records and other assets.

- Ensure that the Town has the means to protect, preserve and operate its information technology systems and data.
- Achieve a timely and orderly recovery from an emergency and reconstitution of the normal operation of mission essential functions.
- Ensure and validate continuity readiness through a test, training and exercise program to support the implementation of the Town's Continuity of Operations Plan.

Security and Privacy Statement

Pursuant to New Hampshire Revised Statutes Annotated (RSA) 91-A this document is designated as Limited Purpose Release. Portions of this plan contain information related to the internal personnel practices of the Town and this plan is related to the preparation for and the carrying out of emergency functions. Therefore, this document is exempt from public disclosure pursuant to NH RSA 91-A:5 sections IV and VI. This document should be safeguarded, handled, transmitted, stored, and destroyed in a manner that precludes unauthorized access. Reproduction or dissemination of this document, in whole or in part, without the approval of the Town of Seabrook is NOT Authorized.

Some of the information contained within this plan, if made public, could endanger the lives and privacy of employees. In addition, the disclosure of information in this plan could compromise the security of essential equipment, personnel, services, and systems of the Town or otherwise impair the ability to carry out Mission Essential Functions and Essential Supporting Activities. Distribution of the COOP Plan, in whole or in part, is limited to those personnel who have a valid need to know the information in order to successfully implement the plan.

The Town will distribute copies of the Continuity of Operations Plan on a need-to-know basis as determined by the Town. In addition, copies of the plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated continuity effort. Further distribution of the plan, in hardcopy or electronic form, is not allowed without approval from the Town of Seabrook. The Town will distribute updated versions of the Continuity Plan annually and when critical changes occur.

Authorities and References

RSA 21-P:39 Local Organization for Emergency Management
 RSA 21-P:40 Mutual Aid Arrangements
 RSA 21-P:41 Immunity and Exemption
 RSA 21-P:42 Private Liability
 RSA 21-P:43 Appropriations and Authority to Accept Services, Gifts, Grants and Loans
 RSA 21-P:44 Utilization of Existing Services and Facilities
 RSA 21-P:45 Enforcement
 RSA 21-P:52 Incident Command System Adopted

Continuity of Operations Responsibilities for Key Personnel

| COOP Planning Team | | |
|--|---|---|
| COOP Planning Position | Staffed By (position title) | Responsibilities |
| Town Leadership / Continuity Coordinator | Town Manager | Reviews elements of the plan for feasibility and implementation, provides direction, and oversight of the COOP planning and implementation process. Ensures coordination between the Town's COOP Plan and other related COOP Plans. Directs and participates in COOP exercises, establishes a Multi-Year Strategy and Program Management Plan (MYPMP) designed to achieve COOP objectives, and coordinate with appropriate personnel on matters relating to alternate facilities and space allocations, continuity communications, and IT requirements. |
| Continuity Manager | Fire Chief | Coordinates the overall activities of the COOP Planning team, provides organization heads summary of planning activities, manages the day-to-day COOP program, and assists the Continuity Coordinator as requested. |
| Continuity Planner | Emergency Management Director | Conducts the update of the COOP Plan and, in coordination with the Continuity Manager, assists in ensuring the COOP Plan meets best practices/standards/guidance, attends meetings with appropriate partners, incorporates findings from AAR/IPs from COOP exercises into the updated COOP Plan. |
| Continuity Planning Team | Town Manager, Deputy Town Manager, Fire Chief, Police Chief, Public Works Director, Emergency Management Director | Represents their appropriate expertise in the COOP Planning Process, assists in the development of the Mission Essential Functions, Essential Supporting Activities, as well as other elements of the COOP Plan as necessary. |

The following teams have been designated and are integral to this plan:

| COOP Teams | |
|---|---|
| Team | Responsibilities |
| Continuity Notification and Response Team | Responsible for notifying external partners and internal staff of a COOP event and provide instructions as to how to proceed. Responsible for coordinating the initial COOP activities, including activation and direction, overseeing Continuity Operations, as well as mitigation of the initiating hazard, recovery of the primary facilities, and reconstitution. |
| Emergency Relocation Group (ERG) | Appointed group of COOP emergency employees assigned to report to an alternate facility and prepare for the performance of mission essential functions, establishing sign-in for non-ERG employees, and other critical tasks related to Continuity of Operations. |
| Non-ERG Employees | All remaining personnel who receive direction as to their responsibilities during the COOP event- such a relocating to the alternate facility, telework, etc. |

| Continuity Notification and Response Team | | |
|--|---|---|
| Position/Function | Staffed By (position) | Responsibilities |
| Town Leadership | Town Manager | Coordinate COOP activities, coordinate response activities, and manage incident to include oversight of the COOP Response, repair/restoration of the primary facility or transition/construction of a new facility and provide executive level guidance and decision-making throughout the Continuity Event. |
| External Notification | Emergency Management Director | Selected personnel pre-identified to notify external partner representatives of the Town's current situation related to the event(s) that occurred, and other pertinent information on the Town operations. |
| Internal Notification | Deputy Town Manager | Selected personnel pre-identified to notify the Town staff members of the event(s) and course(s) of action they will need to take in accordance with the COOP Plan. |
| Planning and Information Management | Continuity Manager and Continuity Planner | The Continuity Manager and Planner will assist in the implementation of the COOP Plan, providing guidance and information to Leadership as well as developing specific incident related plans for implementing the response for the specific initiating event and developing recovery plans to return to normal operations. |
| Telework Manager | Deputy Town Manager | Ensures each eligible employee is authorized to telework during a continuity activation by successfully completing an interactive telework training program prior to entering into and signing a written telework agreement with his/her supervisor |
| Essential records Manager | Deputy Town Manager & IT Director | Maintains inventory of essential records; ensures that appropriate personnel have access to essential records; provides for security and back-up of essential records |
| Facilities Manager | Director of Public Works | Ensures that Primary and Alternate Facilities are maintained in a state of readiness |
| Security Manager | Police Chief | Ensures that Primary and Alternate Facilities, essential records, information technology equipment, communications systems and personnel are secure and protected from unauthorized entry, removal, theft, and vandalism. |

| Emergency Relocation Group (ERG) | | |
|--|--------------------------------|---|
| Position/Function | Staffed By (position) | Responsibilities |
| ERG Team Lead / Alternate Facility Manager | Town Manager | Oversees the Emergency Relocation Group and ERG Related Activities; informs Board of Selectmen of COOP activities |
| Facilities | Public Works Director | Oversees the opening and set-up of Alternate Facility(s) |
| Communications | Deputy Town Manager | Responsible for alerting employees; develops and implements public announcements and notifications (website, social media, news media) |
| Information Technology | Computer Systems Administrator | Ensures that secure information technology capabilities are established and maintained at Alternate Facility(s) and for telework employees |
| Supplies / Logistics / Support | Public Works Director | Provides supplies and logistics needed for operation of Alternate Facility(s) |
| Finance | Deputy Town Manager | Oversees and monitors all expenditures related to COOP activities, including emergency purchases and personnel overtime; maintains financial records; |

| | | |
|--|--|--|
| | | tracks expenditures and resources needs for potential disaster declaration reimbursement |
|--|--|--|

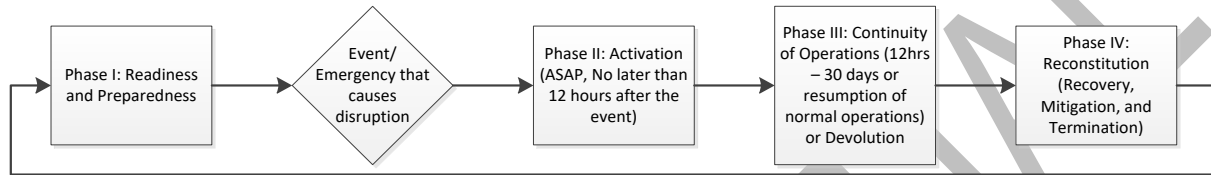
| Non-ERG Personnel | | |
|------------------------|--------------------------|--|
| Position/Function | Staffed By (position) | Responsibilities |
| Non-ERG Personnel Lead | Deputy Town Manager | Keep Non-ERG staff informed of situation as well as the actions that the staff will need to take as a result of the continuity event (such as teleworking, etc.) |
| Non-ERG Personnel | All Remaining Town Staff | <ul style="list-style-type: none"> • Be familiar with The Town COOP Plan • Understand the Town MEFs & ESAs • Participate in continuity training, tests, and exercises • Follow instructions on where to report during a continuity event • Carry out assignments during a continuity event • Ensure individual and family preparedness • Be prepared to assist or assume the roles of ERG Personnel |

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Concept of Operations

It is the policy of the Town of Seabrook to respond without delay to ensure that the Mission Essential Functions and Essential Supporting Activities continue in the event of an emergency or threat resulting from natural, technological, or human caused hazards and events. This COOP Plan sets forth the following concept of operations that covers activities across all four phases of continuity operations:

- Phase I – Readiness and Preparedness
- Phase II – Activation
- Phase III – Continuity Operations
- Phase IV – Reconstitution



Phase I – Readiness and Preparedness

The implementation of the Town’s COOP Plan will be based on the initiating factors of the event, which disrupts the Town’s MEFs and ESAs and requires activation of the COOP Plan. The events may occur with either advance notice or no notice. The specific event causing the disruption may require specific response actions to be taken in addition to those called for in this plan.

For all events, the following actions will be undertaken immediately prior to a known, direct threat or hazard, or immediately in response to an event that incapacitates or threatens to incapacitate the governmental operations of the Town:

- Self-Preservation – actions taken to preserve staff and resources prior to the occurrence of an incident which could include the release or evacuation of employees in anticipation of an incapacitating event (e.g., bomb threat, major weather event)
- Survival – Actions can include evacuation and rescue of staff/resources, immediate first aid and treatment of injured staff members and/or actions to salvage resources and equipment (e.g., explosion, fire).

The COOP Plan must be maintained at a high level of preparedness so that it can be implemented without any notice or warning. As such, the Town has developed the following Concept of Operations, which describes the approach to implementing the COOP Plan. ***The COOP Plan shall be fully implemented as soon as possible, but within no more than twelve (12) hours and be capable of sustaining operations for up to thirty (30) days or until normal operations can be resumed.*** The broad objective of the COOP is to provide for the safety and well-being of municipal personnel while enabling continuation of essential municipal operations during an event.

Not every emergency or incident that occurs is a COOP event necessitating the implementation of this plan. Each situation must be evaluated in terms of its impact on the Town’s ability to perform its functions. Therefore, a flexible and scalable response approach is appropriate to address the scope of emergencies that could disrupt municipal operations and governmental functions. Activation of the COOP is not required for all situations; implementation of other Town plans, procedures, and policies may be more appropriate.

The COOP Plan is not an evacuation plan or an emergency operations plan. Appropriate elements of the COOP Plan will be implemented based on known and unanticipated threats and emergencies. An event, such as an explosion, fire, or hazardous materials incident, might require the evacuation of the building with little or no advance notice. Building evacuation, if required, is accomplished via the established building evacuation plan.

Incidents without advance warning (such as an earthquake or terrorist incident) may occur at any time. Under these circumstances, operations at Town Hall and/or other Town facilities may be halted immediately, and alternate facilities in the area may not be accessible. However, it is anticipated that the majority of essential employees will still be able to respond to instructions, including the requirement to relocate to a safe alternate facility following proper notification and an assessment of the status of Town resources and staff.

The extent to which the COOP Plan is implemented varies in accordance with the type of event, advanced warning (if any), the location of personnel when notified, and the extent of damage or threat to facilities, operations, resources and staff. The Town’s readiness activities are divided into two key areas: individual readiness and preparedness and organizational readiness and preparedness.

Individual Readiness and Preparedness

Individuals should be trained to their duties in a continuity environment and be willing to perform them in a continuity situation.

The Town staff must prepare and be ready for a COOP event at the personal and family level. Staff have been advised what to do in an emergency and sent resources to develop a family support plan to increase their personal and family preparedness. New Hampshire’s disaster preparedness website www.readynh.gov provides numerous resources for individual and family emergency planning to be prepared for an incident or emergency. Being prepared for an incident or emergency will also ensure preparedness and resiliency in a continuity event. Individuals and families are encouraged to:

- Sign up for emergency alerts
- Fill out emergency contact cards for family members
- Create an emergency kit
- Create a family emergency plan



Sample Individual Emergency Kit List:

| | |
|---|--|
| <ul style="list-style-type: none"> • Identification and Credit Cards <ul style="list-style-type: none"> ○ Driver’s License ○ Employee ID ○ Insurance Cards ○ Credit/Debit Cards ○ ~\$100 in cash • Communications Equipment <ul style="list-style-type: none"> ○ Mobile phone & charger ○ Portable radio w/ chargers and extra batteries. • Hand-carried essential records • Directions to alternate facilities • Flashlight <ul style="list-style-type: none"> ○ Extra batteries • Business and personal contact #s | <ul style="list-style-type: none"> • GPS unit and/or maps • Laptop/tablet with equipment and charger • 1-3gallons of water, and 24 to 72 hours’ worth of food. • Medical Needs <ul style="list-style-type: none"> ○ Insurance Information/Medical Information ○ Glasses/Contacts ○ Medications ○ Hand sanitizer • Personal toiletry kit • Paper and pencils/pens • Essential plans, rosters, SOPs/SOG’s (digital or paper) • Personal books/reading material • Garbage bags • Go-bag with weather appropriate clothing & footwear |
|---|--|

Organizational Readiness and Preparedness:

Organizational readiness and preparedness incorporate several key components. The level of activation is determined based on the severity of the threat and/or the severity of the impact to the Town’s operations. Although readiness is a function of planning, training, testing, and evaluating, the Town leadership must ensure that through normal procedures and/or with this COOP Plan, Mission Essential Functions and Essential Supporting Activities can be performed before, during and after an all-hazards incident which causes disruption. Incidents have been categorized into four levels below. Each has an explanation as to the severity of the incident as well as recommended activities associated within the event. The table below describes the levels of incident and activities that may be associated or need to take place during the activation of the COOP Plan.

| Level of Incident | Definition | Incident Example | Response Example |
|------------------------|--|--|---|
| Major Emergency | An event which significantly disrupts the organization’s ability to function for an extended period of time requiring relocation for an extended period of time | Explosion, earthquake, major building damage | Full activation of the COOP Plan, ERG Teams, telework procedures, etc., for an extended period of time. |
| Emergency | An event which significantly disrupts the operation of MEFs & ESAs <i>and/or</i> an event which requires immediate relocation and reestablishment of services or where the primary facility is unavailable | Pandemic <i>or</i> fire | Partial activation of the COOP Plan to address the needs |
| Incident | An actual or anticipated event estimated to impact the Town’s operations that requires the Town to take actions to maintain MEFs & ESAs. | Loss of single utility for 1 day or loss of multiple utilities | Partial activation of the COOP Plan to address the event |
| Event | A situation that is abnormal for day-to-day operations that does not adversely impact the performance of the Town’s mission, or if the situation will be resolved before the Town’s functions are disrupted. | Temporary cyber network disruption | No COOP Plan activation; monitor current situation for escalation potential and consider course of action if situation worsens. |

The Town of Seabrook Continuity of Operations Teams

The Town has pre-identified continuity of operations teams that are related to the carrying out of this plan (see p. 18).

The Town of Seabrook Continuity of Operations Go-Kits and Supplies

Municipal personnel have been assigned the responsibility to create and maintain a go-kit(s) which will be utilized by the Emergency Relocation Group to establish operations at the alternative facility(s). The Town has identified what the kit(s) contains and who maintains the kit(s) in the table below and how often the kit(s) will be maintained.

| The Town Go-Kits | |
|---------------------------|--|
| Contents: | <p>The Town will maintain at least one (1) go-kit with the following contents:</p> <ul style="list-style-type: none"> • (3) Copies of this COOP Plan • (3) Copies of the Town’s Emergency Operations Plan (EOP) • Personnel roster with contact information • Critical contact information (external partners, contractors, resources, etc.) • Attendance log form • Activity log form • (3) USB flash drives with above information • (2) White boards with markers and eraser • Office supplies: notepads/pens/pencils/marketing pens/Post-it® notepads/file folders/paper clips/staplers/staples/tape/masking tape • (2) flip chart easels with pads • (1) Laptop with charger, air card, Ethernet cable • (1) Printer/scanner/copier • (4) reams copy paper • (3) power strips • (3) heavy duty extension cords • (3) flashlights with extra batteries • (3) mobile phones (to be activated at time of COOP event) • (3) analog touch-tone telephones with connecting cables • (1) satellite telephone <p>In addition, the following equipment will be made available at the Alternate Facility(s):</p> <ul style="list-style-type: none"> • (6) conference room-style folding tables • (20) folding chairs • (1) 2-drawer lockable filing cabinet |
| Responsible Party: | The Emergency Management Director is responsible for maintaining the go-kit, with support from the Computer Services Manager |
| Maintenance: | <p>Quarterly: check/update electronic equipment and batteries</p> <p>Annual: check/replenish all other equipment and supplies</p> <p>Annual (or when data is revised): update documents (paper and digital)</p> |

In addition, The Town conducts the following readiness and preparedness activities and maintains the following resources which could be utilized/deployed in a continuity event:

- Seabrook Station Radiological Emergency Response Plan (RERP)
- RERP drills and exercises
- Seabrook Fire Department and Seabrook Police Department in-service training activities, drills and exercises
- Police, fire and public works mutual aid system plans, training, exercises and drills

Phase II: Activation

The Activation and Relocation section describes how the Town will recognize an event as requiring implementation of this Continuity of Operations Plan, the notification process, as well as information related to relocating to the alternate facility(s).

Decision Process Matrix:

Based upon the type, severity, and impacts of the situation disrupting operations of the Town, this Continuity of Operations Plan may be activated by any of the following methods:

- The Town Manager or designated successor may initiate the COOP Plan based upon an actual or potential, planned or unplanned, event.
- The Board of Selectmen may include activation of the COOP Plan in a declaration of a state of emergency.

The Town’s activation and relocation processes are event-driven to allow for a flexible and scalable response to ensure preparedness against all-hazards. The processes will also ensure the ability to attain operational capability at alternate facility(s) within 12 hours and ensure that operations can continue for up to 30 days or recovery from the continuity event. This Continuity of Operations Plan is not required for all emergency situations as other plans may be deemed more appropriate (such as emergency response plans or evacuation plans) or for minor incidents.

Points for consideration of COOP Implementation and Response:

| Decision Matrix for Continuity Plan Implementation | | |
|--|--|--|
| | During Business Hours | Non-Business Hours |
| Event With Notice | <ul style="list-style-type: none"> • Is the threat aimed at the facility or area around the facility? • Is the threat specifically aimed at organization personnel? • Is staff unsafe remaining in the facility/area? • Can the event be mitigated or avoided? | <ul style="list-style-type: none"> • Is the threat aimed at the facility or area around the facility? • Is the threat specifically aimed at organization personnel? • Who should be notified of the threat? • Is it safe for staff to return to work or the area the next day? • Can the event be mitigated or avoided? |
| Event Without Notice | <ul style="list-style-type: none"> • How is the primary facility affected? • Is staff impacted? Can they be protected by evacuation or shelter-in-place? • What are the instructions and information from first responders? • How soon will the organization and/or facility be operational again? | <ul style="list-style-type: none"> • How is the primary facility affected? • What are the instructions and information from first responders? • How soon will the organization and/or facility be operational again? |

As the decision-making authority, the Town Manager or designated successor will be kept informed of the active threats, vulnerabilities, hazards, and situation using available means of communications. The following information should also be taken into consideration when making the determination to implement the COOP Plan and to what extent the implementation will be:

- Direction and guidance from higher authorities
- The health and safety of Town personnel and families
- The ability to execute MEFs & ESAs
- Changes in incident complexities or situation
- Intelligence reports, forecasts and analyses
- The expected duration and impacts/damages of the event
- Potential or actual impacts on the Town’s critical infrastructure and key resources (CI/KR)
- The need to implement other plans, agreements, policies, etc., related to maintaining MEFs & ESAs

Alert and Notification Procedure

Initial notification of an incident or situation is anticipated to come directly from a Town staff member. Other potential sources of event notification might be from emergency responders (police, fire, etc.), the news media, utility, other governmental agency, etc. The first staff member to be aware of a situation or emergency that may affect or is affecting the Town’s operations, shall notify the Town Manager or designated successor. Initial attempts to contact leadership should be completed immediately, but no later than one hour. Municipal employees should follow their internal chain-of-command to ensure notification of the Town Manager or designated successor.

Once notified, the Town Manager, or an authorized designee, will initiate the following actions:

- Initiate notification to the Board of Selectmen
- initiate notification to external partners
- activate key staff members to fill assigned roles on the Town COOP teams
- determine priorities for operations at the alternate facility(s)
- determine the priorities for restoration of MEFs and ESAs
- ensure that assigned staff are working toward the prioritized restoration of MEFs and ESAs

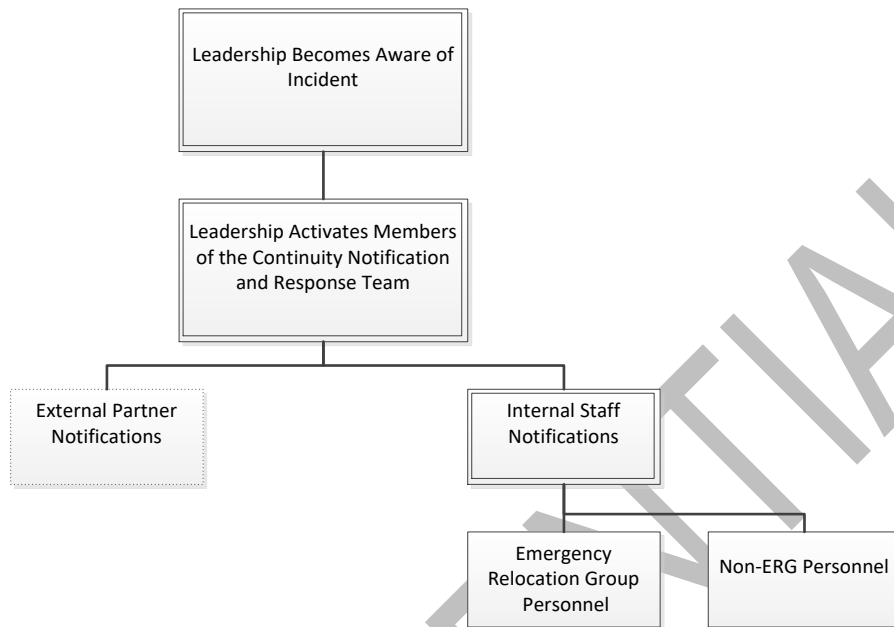
External Notification:

| Individual/Organization to be Notified: | To be Notified By: |
|---|-------------------------------|
| NH Division of Homeland Security & Emergency Management | Emergency Management Director |
| Rockingham County Sheriff’s Department | Police Chief |
| Seabrook Station | Emergency Management Director |
| NH State Police Troop A | Police Chief |
| NH Department of Transportation District 6 | Director of Public Works |
| Portsmouth Regional Hospital Seabrook Emergency Room | Fire Chief |

Internal Notification and Activation:

When the Town leadership becomes aware of an event or threat thereof, they will determine the staff required to respond to, continue operations during, and recover from the incident. This may include the activation of some, or all of the COOP teams as identified in Phase I depending on the scale and extent of the incident. Leadership will first request personnel associated with the Continuity Notification and Response team to assist with notifications, as well as providing response support. Other external partners

will be notified as appropriate and internal staff members will be advised of the situation and any implications that may impact them or require them to take action.



Alternate Facility Relocation

If the primary operating facility is rendered inoperable, damaged, or otherwise unable to be accessed or used, the Town has identified the following location(s) as alternate facility(s) to continue the Town’s MEFs and ESAs:

- 1. Seabrook Water Treatment Plant, 550 Route 107, Seabrook, NH**
This facility can be used for Town Hall operations, and/or for administrative functions of departments not housed at Town Hall.
- 2. Town of Plaistow Public Works Facility, 144F Main St., Plaistow, NH 03865**
This facility can be used when it is necessary to relocate municipal operations beyond town boundaries due to a major event such as flooding, coastal storm, hazmat incident or radiological emergency.
- 3. Plaistow Town Hall, 145 Main St., Plaistow, NH 03865**
This facility can be used when it is necessary to relocate municipal operations beyond town boundaries due to a major event such as flooding, coastal storm, hazmat incident or radiological emergency.

See Annex B for more detailed Alternate Facility Information.

Upon activation of the COOP Plan and when the use of an alternate facility is required, the Emergency Relocation Group (ERG) will be activated and provided instructions related to moving operations to the

alternate facility. This will include deploying go-kits to the alternate facility and reestablishing the MEFs & ESAs.

Relocation Process

Following activation of the plan and notification of personnel, the Town will move personnel and essential records to the most appropriate alternate facility(s). Upon activation and notification, the Town ERG will deploy to the predetermined alternate facility with go-kits and other equipment as necessary to establish operations and assume the identified MEFs and ESAs.

Relocation procedures during normal business hours, with or without notice, are as follows:

- When instructed to proceed to the alternate facility, personnel will:
 - Assist with gathering and transporting go-kit(s), essential records and other necessary equipment
 - Proceed to the alternate facility in a town-owned vehicle or personally owned vehicle (POV)
 - Assist those personnel who have access or functional needs
 - If necessary, the Police Department will provide security for the transportation of cash or other valuable instruments
 - DPW will assist with the transportation of materials and equipment
- If feasible, personnel will carpool to the alternate facility
- All town-owned vehicles normally stored or parked at the primary facility will be relocated to the alternate facility or an alternate storage site
- If safe to do so, the most senior staff member at the primary facility will determine that all personnel have left the facility and that the facility has been properly secured
- If necessary, for safety reasons, utilities that serve the primary facility will be disconnected by the appropriate agency (e.g., Water Division, Unitil)
- Appropriate barricades and signage will be provided by DPW to prevent entry to the primary facility
- If deemed necessary by the Town Manager or successor, security for the primary facility will be implemented by the Police Chief
- The Town Manager will ensure that appropriate announcements concerning the availability of town services will be posted on the Town's website and social media platforms
- The Town Manager will initiate appropriate press releases or other media notifications
- The Town Manager will notify the Board of Selectmen

Relocation procedures during non-business hours, with or without notice, are as follows:

- Upon notification that a COOP event requires deployment to an alternate site, ERG members will report to the go-kit storage site (if accessible and safe to do so) and transport go-kit(s) and other essential resources to the alternate facility. DPW will assist with the transportation of materials and equipment.
- All town-owned vehicles normally stored or parked at the primary facility will be relocated to the alternate facility or an alternate, secure storage site
- If safe to do so, the most senior staff member at the primary facility will determine whether all personnel have left the facility and that the facility has been properly secured

- If necessary, for safety reasons, utilities that serve the primary facility will be disconnected by the appropriate agency (e.g., Water Division, Unitil)
- Appropriate barricades and signage will be provided by DPW to prevent entry to the primary facility
- If deemed necessary by the Town Manager or successor, security for the primary facility will be implemented by the Police Chief
- The Town Manager will ensure that appropriate announcements concerning the availability of town services will be posted on the Town's website and social media platforms
- The Town Manager will initiate appropriate press releases or other media notifications
- The Town Manager will notify the Board of Selectmen

Personnel not identified as continuity staff may be required to replace or augment the ERG or other continuity team members during activations. Town leadership will coordinate replacement or augmentation of COOP teams on a case-by-case basis. Personnel who are not identified as continuity staff will be notified about what location to report to or instructions regarding telework.

Telework Procedures:

The Town Manager may determine that certain essential and non-essential employees are authorized to telework from home or other approved location during the COOP event.

During a continuity activation, the Town may need to procure personnel, equipment, and supplies that are not already in place or available on an emergency basis. The authority and policy for emergency procurement is as follows:

- The Town's procurement and purchasing procedures will remain in effect unless modified by the Town Manager and/or Board of Selectmen.

Phase III: Continuity of Operations

Preparing for Continuity Operations

Upon activation of the Continuity of Operations Plan, the Town of Seabrook will go through the activation, notification, and relocation procedures as established in the previous sections of this plan. The Town shall ensure that the COOP Plan can become operational within the minimum acceptable period for MEFs and ESAs disruption. MEFs and ESAs are expected to be functional within 12 hours of plan activation. The plan provides for the ability to operate for up to 30 days at the alternate facility.

The ERG will arrive at the alternate facility and prepare the site for continuity operations. This may include the following actions:

- Ensure infrastructure systems (such as power, water, HVAC, etc.) are functional
- Prepare check-in stations for other staff arrival
- Establish security, signage, etc. as necessary
- Perform notifications
- Prepare remaining systems (internet, telephone, computers, etc.) for continuity operations
- Unpack and setup go-kit(s)
- Field phone calls from other continuity and non-continuity staff
- Prepare to assume overall responsibility for the identified MEFs and ESAs

Once the alternate facility is ready, responsibility for the MEFs and ESAs shall be assumed, and the facility prepared for any non-continuity personnel being deployed. Upon arrival at the alternate facility, continuity and non-continuity personnel are responsible for the following actions:

- Report immediately to the facility entrance for check-in and processing
- Receive all applicable instructions and equipment
- Report to their designated workspace or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of personnel and resources
- Continue MEFs& ESAs
- Prepare and disseminate instructions and reports, as required
- Document all COOP Activities, including but not limited to the following:
 - Facility attendance log
 - Daily briefings
 - Operational orders
 - Minutes of meetings of any public bodies (i.e., Board of Selectmen) pursuant to RSA 91-A
 - Financial decisions, authorizations, purchases, etc.
 - Delegations of authority
 - Press releases and press briefings
 - Risk and threat assessments
 - Damage assessments
 - Critical discussions (via phone, conference call, web, etc.) with external partners
- Notify family members and emergency contacts for employees as necessary

Mission Essential Functions

The Town has identified the following Mission Essential Functions and Recovery Time Objectives (RTOs):

| Priority | Mission Essential Function | RTO |
|----------|---|-----------|
| 1 | Law enforcement | Immediate |
| 1 | Firefighting/Rescue | Immediate |
| 1 | Emergency medical services | Immediate |
| 1 | Municipal water supply | IMMEDIATE |
| 1 | Wastewater treatment | IMMEDIATE |
| 2 | Roadway maintenance (including snowplowing) | 12 hours |
| 2 | Leadership & Policy | 12 hours |

Essential Supporting Activities

The Town has identified the following Essential Supporting Activities:

| Priority | Essential Supporting Activity | RTO |
|----------|-------------------------------|----------|
| 1 | Information technology | 12 hours |
| 2 | Financial operations | 24 hours |
| 2 | Personnel administration | 24 hours |
| 2 | Procurement | 24 hours |
| 2 | Solid waste operations | 72 hours |

Continuing Mission Essential Functions and Essential Supporting Activities

Resources (personnel, equipment, supplies, etc.) to continue MEFs and ESAs should be made available in order of priority at the direction of Town leadership in coordination with the Continuity Notification and Response Team. If resources are not available to restore a MEF or ESA, then consideration should be given to the possibility to defer, suspend, or devolve that function or activity. Consideration should also be given to which MEFs and ESAs can be conducted remotely through telework. If MEFs and ESAs must be performed at a physical location (the alternate facility(s); consideration should be given to protection of employees in events such as a pandemic.

Personnel Accountability

Town leadership will ensure personnel accountability during the COOP event. If the event occurs during business hours, Town leadership will immediately account for all personnel and maintain accountability as employees transition to the alternate facility(s), to their residences (*i.e.*, telework), or other location. Outside of business hours, accountability will be achieved when the notification procedure is completed by communicating with each employee. As employees report to their duty stations (alternate facility(s), telework, etc.) accountability will be maintained through routine communication and regular status checks.

Orders of Succession

Succession to a position is critical in the event that the person who fills the position is unavailable, incapacitated, or incapable of performing their duties, roles, and responsibilities. Orders of succession provide for an orderly and predefined assumption of responsibilities during an emergency or event. Orders of succession are not just a continuity of operations function. Rather, they should be developed to directly support day-to-day operations. Wherever possible, orders of succession should be three people deep and should include one person whose day-to-day job is physically located at a different site from the primary facility, if possible. Orders of succession should include the following:

- The conditions in which the succession will take place
- The method of notification

- The conditions under which authority will return to the incumbent.

The Town's Orders of Succession are described in Annex D.

Devolution

Devolution is the process of transferring statutory authority and responsibility from an organization's primary operating staff and facilities to a separate organization's employees and facilities for an extended period of time. Devolution is required as a strategy in cases when the primary and alternate facility(s) are damaged and/or not accessible, when the agency staff is unable to locate or sustain operations, and/or as a temporary measure until the emergency relocation group can assume operations from the alternate facility. In the event of a worst-case scenario, where available resources (personnel, equipment, supplies, etc.) are not available, and the Town is unable to fulfill some or all of the identified MEFs and ESAs, the responsibility for the completion of those functions and activities will be devolved from the Town. The devolution plan includes the following:

- The authority that is being delegated, including exceptions
- To whom and what agency the authority is being delegated (by title)
- The circumstances under which the devolved operations would become effective and when they would terminate
- The Town's ability to re-delegate those authorities
- The Town's ability to re-assume their primary essential functions and supporting activities at the end of the continuity event.

Direction and control would be transferred to the State of New Hampshire. The State of New Hampshire will assume the MEFs and ESAs that the Town is not able to perform, and which cannot be deferred. Operational procedures to facilitate assumption of the Town's functions under devolution are described in detail in Annex G.

Phase IV: Reconstitution Operations

Assessment and Preparation for Reconstitution Operations

Consideration for reconstituting operations and returning to back to normal operations should begin as soon as the need for COOP arises. The Continuity Notification and Response Team will conduct the following actions to prepare for reconstitution operations:

- Monitor the situation until the hazard is mitigated
- Conduct a damage assessment of the primary facility(s)
- Monitor recovery/restoration operations for the primary(s) facility and provide direction as necessary
- Begin planning to reconstitute operations back to the primary facility(s) and transfer staff from the alternate facility(s) (including telework) to the primary facility(s)

For the purposes of this plan, the primary facility(s) for reconstitution are either the salvaged/repared original facility(s) or a new facility that will become the permanent, new primary operations facility. Other considerations for reconstitution include the timeframe of the hazard event and recovery/reconstitution operations, utilizing the ERG to begin reestablishing MEFs and ESAs at the primary facility(s), and documenting decisions and activities for inclusion in an After-Action Report (AAR) and Improvement Plan (IP).

Upon completion of the tasks related to establishing a fully functional COOP effort, the Continuity Notification and Response Team will initiate and coordinate planning and operations to salvage, restore, and recover the primary facility(s). Salvage, restoration and recovery planning and operations will be coordinated with and have the approval from appropriate entities (such as local emergency services, building inspector, fire inspector/fire marshal, health officer, etc.). The Town Manager or designee will serve as the reconstitution manager and oversee the reconstitution process. Each town department will appoint a reconstitution point of contact (POC) to coordinate with the reconstitution manager to update personnel on developments regarding reconstitution and return to normal operations at the primary facility.

During continuity operations, the Continuity Notification and Response Team will be kept apprised of the status of the primary operating facility(s) being affected by the event. The Continuity Notification and Response Team will determine an estimated timeline to repair or restore the affected facility or acquire a new facility.

Reconstitution Process and Procedures

Reconstitution procedures commence when Town Manager has determined that the emergency situation has ended and is unlikely to reoccur. Once the Town Manager makes the determination, in coordination with other applicable authorities, one or a combination of the following options may be implemented:

- Inform all staff and the Board of Selectmen that the threat of actual emergency no longer exists, and provide instructions and information regarding the resumption of normal operations
- Notify staff of their work schedule, reporting location(s), and/or leave status
- Supervise an orderly return to the repaired/restored normal operating facility, the new permanent operating facility, or another temporary facility
- Verify all primary systems, communications, and other required capabilities are available and operational at the new or restored facility, and that the Town is capable of accomplishing all MEFs and ESAs at the new or restored facility(s)

- Initiate the development of an After-Action Report (AAR) of COOP and the effectiveness of plans and procedures within 30 days. The AAR should be completed within six (6) months.
- Initiate the development of an Improvement Plan (IP) that identifies areas for improvement and remediation. Consideration should be given to the recommendations and findings of the AAR. The IP should be completed within six (6) months of the completion of the AAR.
- Make required notifications to indicate that the Town has resumed normal operations
- Identify which, if any, records were affected by the incident and ensure an effective transition or recovery of essential records and databases back to the primary facility(s)
- It is the responsibility of the Town Manager to ensure employees are notified of return-to-work procedures or special instructions based on the information available at the time of the incident

Prior to returning to the primary or new operations facility(s), an appropriate safety, security, and health assessment will be completed to determine suitability for reconstitution and resumption of operations. Upon verification that the required capabilities are available and operational at the primary facility(s), and that the Town is fully capable of accomplishing all MEFs and ESAs, personnel, equipment, and documents may return and resume operations. Any devolved functions shall be returned to the Town by the State of New Hampshire. The Continuity Notification and Response Team will develop an event specific reconstitution plan based upon the incident, affected functions, available facilities/personnel/resources and will follow a priority-based phase down and return plan.

The Town will continue to operate at the alternate facility(s) until ordered to cease operations from Town Manager. At that time all Mission Essential Functions, Essential Supporting Activities, and non-essential activities will return to the new repaired/restored primary operating facility(s) and COOP will cease.

The Town Manager or designee will identify any records affected by the incident. In addition, the Town Manager or designee will implement the transition and recovery of essential records and databases in accordance with a plan developed by the COOP Essential Records Manager (Deputy Town Manager and IT Director).

After Action Reporting and Improvement Planning

The Town Manager will initiate an After-Action Review to develop an After-Action Report (AAR) and an Improvement Plan (IP) once normal operations have been reestablished in the new or repaired/restored primary operations facility(s). To the extent possible, all personnel involved in the continuity event participate in the after-action process. The AAR will show the effectiveness of the continuity plans and procedures, identify areas for improvement, and document the findings. The Improvement Plan (IP) will include a remedial action plan for areas identified as needing improvement. The AAR/IP process will be completed within one year of the cessation of the COOP event.

Continuity of Operations Intelligence

During a continuity event, the Continuity Notification and Response Team will collect, process, analyze, disseminate, and receive feedback on information relating to the event or hazard. While specific events/hazards may require additional or specialized reports, the following table lists examples of the information that the Town will collect and report during a continuity event:

| COOP Intelligence Requirements | | | | | |
|---------------------------------------|--|---|-------------------|--|--|
| Information Element | Specific Requirement | Responsible position(s) | Deliverable(s) | When | Distribution Requirements |
| Personnel Accountability | Account for all continuity and non-continuity employees | Deputy Town Mgr. | Reports/Briefings | Daily | Town Mgr., Police Chief, Fire Chief, Public Works Director |
| Operational Status | Information relating to continuity operations such as progress towards establishing operations at alternate facility, status of systems, etc. and the need for additional resources. | Continuity Notification and Response Team Emergency Relocation Group | Situation Reports | Daily | Town Mgr., Deputy Town Mgr., Police Chief, Fire Chief, Public Works Director, Emergency Management Director, NH HSEM EOC |
| Hazard Information | Threats to primary facility and any to alternate facility(s) | Continuity Notification and Response Team Receiving from emergency Responders, et. al. | Reports/Briefings | Daily; immediate if new threat arises | Town Mgr., Deputy Town Mgr., Police Chief, Fire Chief, Public Works Director, Emergency Management Director |
| External Information | Information re: related events, incidents and activities in the region, state or nation; status of mutual aid or other resources; status of disaster declarations. | Emergency Management Director | Reports/Briefings | Daily; immediate for critical developments | Town Mgr., Deputy Town Mgr., Police Chief, Fire Chief, Public Works Director |
| Status Reports to Board of Selectmen | High-level summary of events, activities, resource needs, etc. | Town Manager | Reports/Briefings | As determined by Town Manager | Board of Selectmen |

Budgeting and Acquisition

The Town budgets for capabilities that are essential to COOP. During a COOP event, municipal departments are expected to operate within the limits of their approved budgets and staffing levels.

If a department/division head determines that additional resources are needed beyond their operational, budgetary or purchasing authority (temporary staffing, overtime, equipment, etc.), they shall submit the request to the Town Manager or designee. The Town Manager shall review and approve or deny such requests within budget authority and in accordance with state law.

All staffing costs, purchases and other expenditures related to COOP activities will be documented.

The Deputy Town Manager and Emergency Management Director are responsible for ascertaining the availability of disaster funds, grants and loans that might be available to reimburse the Town for eligible COOP costs and damages.

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Test, Training, and Exercise Program

The Town maintains a test, training, and exercise (TT&E) program: the Town TT&E program is an essential component of its strategy to develop and maintain its continuity capability, plans, policies, and procedures. It represents an effort to ensure personnel and their organizational elements have been trained and exercised at least annually, and that adequate resources are on hand and appropriately tested to support and validate continuity operations. In the absence of actual COOP Plan activations and deployments, TT&E events are the critical means by which the Town shall assess the viability of this Continuity of Operations Plan and the Town’s comprehensive Continuity of Operations Program as a whole. TT&E is also critical for operational elements of the COOP Plan, such as the ERG, to demonstrate their capability and identify practical shortfalls in plans, policies and procedures. The Town also maintains detailed training records on individual and organizational training to be prepared to execute the delegations of authority and orders of succession in this plan.

The Town’s continuity exercise program focuses primarily on evaluating capabilities or an element of a capability, such as a plan or policy, in a simulated situation. The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise plan that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. The HSEEP is a pillar of the National Exercise Program framework provides exercise and evaluation guidance. The Town participates in TT&E events at regular intervals, including participation in state Radiological Emergency Response Plan (RERP) TT&E, other state TT&E, regional fire mutual aid TT&E, and regional police TT&E.

Training

| Individual or Group to Receive Training | Type of Training | Individual to Provide Training | Training Frequency |
|--|--|--------------------------------|---|
| New Personnel | Continuity Awareness Briefing (or other means of orientation) | Emergency Management Director | Within 60 days of hire |
| Executive Leadership and Key Personnel (Primary) | Continuity Plan Training (must include individual Continuity Plan duties, MEFs& ESAs, and orders of succession) | Continuity Coordinator | Annual awareness or when plan changes occur |
| Key Personnel (Alternates) | Continuity Plan Training (must include individual Continuity Plan duties, MEFs & ESAs, and orders of succession) | Continuity Coordinator | Annual awareness or when plan changes occur |
| | MEF Cross-training | Primary Key Personnel | At the Town’s discretion |
| Pre-delegated Authorities and Successors | Orders of Succession and Delegation of Authority Awareness | Continuity Coordinator | When delegations or successors change |
| | Continuity Plan Training (must include individual Continuity Plan duties, MEFs& ESAs, and orders of succession) | Continuity Coordinator | Annual awareness or when significant plan changes occur |
| Applicable Contractors | Continuity Plan Training (must include individual Continuity Plan duties, MEFs& ESAs, and orders of succession) | Continuity Coordinator | Annual awareness or when significant plan changes occur |
| All Agency Personnel | Continuity Plan Training (must include individual Continuity Plan duties, MEFs& ESAs, Alert and notification procedures, Interoperable communications, operations plans, and orders of succession) | Continuity Coordinator | Annual awareness or when significant plan changes occur |

Exercises

The Town will use a variety of discussion- and operations-based exercises to test continuity capabilities. Exercises help clarify roles and responsibilities, improve coordination, find resource gaps, develop individual performance, and identify opportunities for improvement. Some discussions and operations-based tests or exercises may be simple (test of a single capability, a single notification, etc.) or more complex (larger exercise involving multiple partners, relocation, and could coincide with an Emergency Operations Plan exercise or other emergency response exercise). Exercises should be planned in a cycle that increases in complexity as time goes on.

- **Discussion-Based Exercises** provide a forum for discussing or developing plans, agreements, training and procedures, are usually less complicated than operations-based types, typically focus on strategic, policy-oriented issues, can include seminars, workshops, tabletops, and games and do not include the actual deployment of resources.
- **Operations-Based Exercises** involve the actual deployment of resources and personnel, are more complex than discussion-based types, require the actual execution of plans, policies, agreements, and procedures, clarify roles and responsibilities, improve individual and team performances, and include drills and both functional and full-scale exercises.

Continuity TT&E Schedule

| Requirement | Monthly | Quarterly | Annually | As Required |
|---|---------|-----------|----------|-------------|
| Test and validate equipment to ensure internal and external interoperability and viability of communications systems | X | | | |
| Test alert, notification, and activation procedures for all continuity personnel | | X | | |
| Test primary and backup infrastructure systems and services at alternate facility(s) | | X | | |
| Test capabilities to perform MEFs | | | X | |
| Test plans for recovering essential records, critical information systems, services, and data | | | X | |
| Test and exercise of required physical security capabilities at alternate facility(s) | | | X | |
| Test internal and external interdependencies with respect to performance of MEFs | | | | X |
| Train continuity personnel on roles and responsibilities | | | X | |
| Conduct continuity awareness briefings or orientation for the entire workforce | | | X | |
| Train organization's leadership on MEFs and ESAs | | | | X |
| Train personnel on all reconstitution plans and procedures | | | X | |
| Allow opportunity for continuity personnel to demonstrate familiarity with continuity plans and procedures and demonstrate organization's capability to continue MEFs & ESAs including through telework | | | X | |
| Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility(s) | | | | X |
| Conduct assessment of organization's continuity TT&E programs and continuity plans and programs | | | X | |
| Report findings of all annual assessments as directed to FEMA/NH HSEM | | | | X |
| Training for ERG members, activation of COOP Plans, and unannounced relocation drills and telework. | | | X | |

| Requirement | Monthly | Quarterly | Annually | As Required |
|--|---------|-----------|----------|-------------|
| Conduct successor training for all organization personnel who assume the authority and responsibility of the organization's leadership if that leadership is unavailable, incapacitated, or incapable of performing their duties, roles, and responsibilities | | | X | |
| Train on the identification, protection, and ready availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment needed to support MEFs & ESAs during a continuity situation for all staff involved in the essential records program | | | | X |
| Test capabilities for protecting classified and unclassified essential records and for providing access to them from the alternate facility | | | | X |
| Train on an organization's devolution option for continuity, addressing how the organization will identify and conduct its MEFs & ESAs during an increased threat situation or in the aftermath of a catastrophic emergency | | | | X |
| Conduct personnel briefings on continuity plans that involve using or relocating to alternate facility(s), existing facilities, or virtual offices | | | X | |
| Allow opportunity to demonstrate intra- and interagency continuity communications capability | | | X | |
| Allow opportunity to demonstrate that backup data and records required for supporting MEFs & ESAs at alternate Facility(s) are sufficient, complete, and current | | | X | |
| Allow opportunity for continuity personnel to demonstrate their familiarity with the reconstitution procedures to transition from a continuity environment to normal activities | | | X | |
| Allow opportunity for continuity personnel to demonstrate their familiarity with agency devolution procedures | | | X | |
| Allow opportunity to demonstrate familiarity and the capability to continue MEFs& ESAs from telework sites. | | | X | |

Note: Many of the above activities can be completed in conjunction with other TT&E activities, such as NH RERP TT&E.

Documentation, After Action Reports, and Improvement Plans

The Town formally documents, and reports all conducted continuity TT&E events, including documenting the date, type, and participants in the event. Documentation also includes test results, feedback forms, and other event specific documentation. Continuity TT&E is managed by the Emergency Management Director. Furthermore, a comprehensive debriefing is conducted after every exercise. This allows participants to identify weaknesses and strengths in plans, and develop an improvement plan to revise plans, policies, procedures, training, etc. A formal AAR/IP is developed after each exercise and implemented in accordance with the schedule determined in the IP. Once the AAR/IP is approved, the Continuity Manager and Continuity Planner will incorporate applicable lessons learned into the plan.

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Continuity of Operations Plan Maintenance

The Continuity Manager and Continuity Planner will review this COOP Plan's MEFs and ESAs, key personnel, and critical information annually and ensure that no part of the plan go for more than two years without being reviewed and revised in accordance with the recommendations from [FEMA CPG 101, Developing and Maintaining Emergency Operations Plans](#). Furthermore, the COOP Plan will be reviewed, revised, and updated as necessary as a result of the following events:

- A major incident
- A change in operational resources (e.g., policy, personnel, organizational structures, management processes, facilities, and/or equipment).
- A formal update of federal or state planning guidance or standards
- A change in elected officials
- Each activation
- Major exercises
- A change in the demographics or threat/hazard profile for the jurisdiction in which the Town is located
- A change in the acceptability of various risks
- The enactment of new or amended laws, ordinances, policies, etc. at the federal, state, or local level.

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Plan Annexes

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Annex A: Mission Essential Functions and Essential Supporting Activities

This section includes a list of the Town’s prioritized Mission Essential Functions (MEFs), Essential Supporting Activities (ESAs) and the Recovery Time Objectives (RTOs) for each. Essential Functions are those which must be continued during or resumed rapidly following a disruption to normal operations. These include missions that Town is required to perform to provide vital services, exercise civil authority, maintain the safety/welfare of the public, etc. While many functions are important, this process focuses on what functions **cannot** be deferred during a disruption event. The Plan should include MEFs and ESAs regardless of where those functions are performed. *The plan does not include ALL functions that the agency performs.* In order to find the most MEFs and ESAs the following process was used:

1. Identify Town functions
2. Identify those functions which are MEFs or ESAs
 - a. Mission Essential Functions – *Functions that enable an organization to provide vital services, exercise civil authority, maintain the safety of the public, and sustain the industrial/economic base.* Examples:
 - i. Response to Emergencies and Events, Disaster Recovery Operations
 - b. Essential Supporting Activities – *Functions that an organization must continue during a continuity activation that enable Mission Essential Functions to be completed.* Examples:
 - i. Security
 - ii. Travel Arrangements
 - iii. Training
 - iv. Computer Systems must be operational
3. Develop impact analysis and Recovery Time Objective information – Recovery Time Objectives should be the maximum amount of time that a function can be interrupted before it must be restored.
 - a. Note: For MEFs whose priorities may change based upon the time of year/season, multiple RTOs can be included for MEF along with a corresponding date range for when the RTO is effective.
4. Prioritize based upon RTO for MEFs and ESAs
5. Submit candidate MEFs/ESAs to executive leadership for approval
6. Receive approval and ensure actions are completed to be able to sustain or rapidly resume these function

| Impact Score | | |
|-------------------------|--|--|
| 3 | High – Directly lead to failure of The Town’s mission, be a detriment to emergency response across the state, function is legally mandated, and/or loss of confidence in government. | Impact Score relates to the impacts of not conducting or delaying the performance of the function. |
| 2 | Medium – Significant damage to The Town’s mission, impedes emergency response, failure has legal or financial repercussion | |
| 1 | Low – Affects the Town’s operations but does not have external ramifications | |
| 0 | Limited – Not a critical action and/or does not have affects outside of The Town and/or can be deferred or devolved. | |
| Recovery Time Objective | | |
| 3 | Immediate (24 Hours or Less) | The Recovery Time Objective is the time criticality for resuming performance of the function considering the following:  When must the function be operational?  What is the maximum downtime? |
| 2 | Delayed (24+ Hours to One Week) | |
| 1 | Extended (Longer than One Week) | |

| | | |
|---|---|---|
| 0 | Prolonged (One Week to One Month or can be suspended, devolved, or deferred). | ✚ Must the function be restored in a specific number of days? |
|---|---|---|

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| Essential Function | Recovery Time Objective | Responsible Personnel |
|-----------------------------|--|--|
| LAW ENFORCEMENT | IMMEDIATE | Police Chief, Deputy Chief, Lieutenant |
| | Resources | |
| | Cruisers, weapons & ammunition, PPE, two-way radios, criminal records, IT system, flashlights & batteries, dispatch operations, mobile data terminals | |
| | Work Location & Space Requirements | |
| | Administrative office space with IT capabilities, interrogation room, armory, evidence storage, prisoner detention area, vehicle impoundment area, cruiser parking area; all areas require security. Some administrative personnel can telework. | |
| | Supporting Activities | |
| | Personnel administration, traffic control, evacuation support, crime prevention, training, security for Town facilities and alternate facilities, executive security, animal control, crime statistics reporting & data management, vehicle maintenance. | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, fire/EMS, DPW, emergency management; district & superior court system, county jail, probation services, county sheriff, state police, mutual aid, NH Fish & Game, SERT, accident reconstruction team, NCIC, NESPIN, HIDTA, NH Attorney General's Office, medical examiner, NH Police Standards & Training, state fire marshal, Marine Patrol, US Coast Guard, federal law enforcement agencies, electricity, fuel supplies (propane, natural gas, diesel and gasoline). | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|-----------------------------------|--|---|
| FIRE & RESCUE SERVICES | IMMEDIATE | Fire Chief, Deputy Fire Chief, Captains (4) |
| | Resources | |
| | Fire pumpers, aerial ladder (quint), rescue truck, forestry truck, utility and command vehicles, PPE, hose, nozzles, ladders, forcible entry tools, extrication tools, two-way radios, dispatch services, SCBA, hazmat equipment, thermal imaging cameras, hazmat data, preplans, mobile data terminals, water (municipal water supply and static sources) | |
| | Work Location & Space Requirements | |
| | Apparatus requires covered, heated storage; on-duty staff requires complete living space (kitchen, day room, dormitory) and small office space with IT capabilities. Administrative staff can telework. Dispatch operations can shift to Police Dept. | |
| | Supporting Activities | |
| | Preplanning, building and hazard inspections, permits, personnel administration, training, public fire safety education, NHFIRS incident reporting, vehicle and equipment maintenance. | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, police, DPW, water (municipal water supply and static sources), health, building department, planning, emergency management; state fire marshal, NH Div. of Fire Standards & Training & EMS, NH Homeland Security & Emergency Management, Seacoast Fire Officers Mutual Aid District, START, State Police, Marine Patrol, US Coast Guard, electricity, fuel supplies (propane, natural gas, diesel and gasoline). | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|-----------------------------------|---|---|
| EMERGENCY MEDICAL SERVICES | IMMEDIATE | Fire Chief, Deputy Fire Chief, Captains (4) |
| | Resources | |
| | Ambulances, basic life support equipment, PPE, decontamination equipment | |
| | Work Location & Space Requirements | |
| | See Fire and Rescue Services work location & space requirements. | |
| | Supporting Activities | |
| | Personnel administration, training, recertification, quality assurance, NH TEMSIS patient record system, mass casualty planning, vehicle and equipment maintenance. | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, police, DPW, health, emergency management; NH Division of Fire Standards & Training & EMS, Portsmouth Hospital, Exeter Hospital, Anna Jacques Hospital, EMS mutual aid, State Police, electricity, fuel supplies (diesel and gasoline) | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|---------------------------------------|--|--------------------------|
| ROADWAY MAINTENANCE OPERATIONS | 12 HOURS | Director of Public Works |
| | Resources | |
| | Dump trucks, snowplows, sanders, front end loaders, PPE, two-way radios, dispatch services, IT, road paving materials, winter road treatment materials (salt, sand, etc.) | |
| | Work Location & Space Requirements | |
| | Covered and heated storage space for trucks and equipment; vehicle maintenance area; administrative space with IT capabilities; staff meeting space/break room/kitchen area. Dispatch services can be transferred to police department or fire department. Administrative staff can telework. | |
| | Supporting Activities | |
| | Personnel administration, records management, capital improvement planning, cemetery, parks, solid waste management, engineering, stormwater management, equipment maintenance, evacuation support, disaster recovery. | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, police, fire/EMS, building department, planning, emergency management; NH DOT, NH public works mutual aid system, NH DES, engineering contractors, paving contractors, plowing contractors, electricity, fuel supplies (propane, natural gas, diesel and gasoline). | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|--------------------------------|--|-----------------------------------|
| LEADERSHIP & POLICY | 12 HOURS | Town Manager, Deputy Town Manager |
| | Resources | |
| | IT services, personnel records, financial records, operational procedures & records | |
| | Work Location & Space Requirements | |
| | PRIMARY ALTERNATE FACILITY: Water Treatment Facility (see Appendix B). | |
| | Supporting Activities | |
| | Personnel administration, financial operations, procurement | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, police, fire/EMS, DPW, health, building department, planning, emergency management; Board of Selectmen, town counsel, NH Municipal Association, SAU 21, NH Department of Revenue Administration | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|-------------------------------|---|---|
| MUNICIPAL WATER SUPPLY | IMMEDIATE | Water Superintendent, Chief Water Operator, Foreman |
| | Resources | |
| | Personnel records, financial records, plant operating system, qualified plant operator(s), tools, equipment and vehicles | |
| | Work Location & Space Requirements | |
| | No alternate facility for water treatment functions; operations can be monitored remotely for a limited period of time. | |
| | Supporting Activities | |
| | Personnel administration, financial operations, IT operations | |
| | Interdependencies | |
| | Town IT services, finance, police, fire/EMS, DPW, health, emergency management; NH Public Works mutual aid system, NH Department of Environmental Services, engineering contractors, chemical suppliers, electricity, fuel supplies (propane, natural gas, diesel and gasoline) | |
| | Expected Costs | |
| See approved annual budget. | | |

| Essential Function | Recovery Time Objective | Responsible Personnel |
|-----------------------------|--|---|
| WASTEWATER TREATMENT | IMMEDIATE | Superintendent, Chief Operator, Foreman |
| | Resources | |
| | Personnel records, financial records, plant operating system, qualified plant operator(s), tools, equipment and vehicles | |
| | Work Location & Space Requirements | |
| | No alternate facility for wastewater treatment operations. | |
| | Supporting Activities | |
| | Personnel administration, finance, procurement, stormwater management | |
| | Interdependencies | |
| | Town IT services, welfare services, finance, police, fire/EMS, DPW, health, building department, planning, emergency management; NH Public Works mutual aid system, NH Department of Environmental Services, engineering contractors, chemical suppliers, electricity, fuel supplies (propane, natural gas, diesel and gasoline) | |
| | Expected Costs | |
| See approved annual budget. | | |

The Town has completed the MEF/ESA process as identified in FEMA Continuity Guidance Circular 2 (CGC 2) to identify the functions that the Town must continue following a disruption:

| Function | Description including who is responsible for function | Mission Function or Supporting Activity | Impacts if not Conducted | Partners/ Inter-dependencies | Resources Required for Function | Impact Score | Recovery Score | Impact Score X Recovery Score |
|------------------------|---|---|--|--|---|--------------|----------------|-------------------------------|
| Law Enforcement | Police Department: Emergency response to crimes, accidents, alarms, fires, EMS; search & rescue; MV crash investigation; traffic enforcement; prosecution; prisoner transport; community policing; investigation of crimes; crime prevention; dispatch operations | Mission Function | Increase in criminal activity, including property damage and loss; increase in MV violations; no protection for fire/EMS at critical events; citizen fear; delay in court cases; loss of confidence in government. | Federal, state, county and local law enforcement agencies | Cruisers, weapons & ammunition, PPE, two-way radios, criminal records, IT system, flashlights & batteries, dispatch operations, mobile data terminals | 3 | 3 | 9 |
| Fire/Rescue | Fire Department: firefighting (structures, vehicles, wildfire), rescue, search & rescue, water/ice rescue; fire prevention, response to fire alarms, lockouts, | Mission Function | Fires will not be controlled; potential for conflagration; loss of life & injuries; property damage; citizen fear; loss of confidence in government. | Mutual aid fire departments, NH state fire marshal, NH Div. of Fire Standards & Training & EMS | Fire pumpers, aerial ladder (quint), rescue truck, forestry truck, utility and command vehicles, PPE, hose, nozzles, ladders, forcible entry tools, extrication tools, two-way radios, dispatch services, | 3 | 3 | 9 |

| | | | | | | | | |
|-----------------------------------|--|------------------|---|--|---|---|---|---|
| | | | | | SCBA, hazmat equipment, thermal imaging cameras, hazmat data, preplans, mobile data terminals | | | |
| Emergency Medical Services | Fire Department: Emergency response to medical incidents and accidents; transport victims to hospital facilities | Mission Function | Increased mortality/morbidity due to significant delays in receiving emergency medical care; citizen fear; loss of confidence in government | Mutual aid EMS services (public, non-profit & commercial); local hospitals | Ambulances, basic life support equipment, PPE, decontamination equipment | 3 | 3 | 9 |
| Roadway Maintenance | Public Works: Paving & pothole repair, snow/ice plowing & mitigation, street cleaning, flood/stormwater control, traffic signal maintenance, sign installation & maintenance, post-storm clean-up, roadway markings, disaster response & recovery, ROW oversight, site plan reviews, engineering oversight | Mission Function | Loss of functional roadway system; delays for first responders resulting in property loss, injury or death; flooding; delays in construction project approvals; loss of revenue; loss of confidence in government | All town departments; NH Public Works mutual aid system; NH Dept. of Transportation; Unitil; local contractors & engineering services; | Trucks, construction equipment and tools, snow removal equipment, sanders, municipal infrastructure plans & records | 3 | 3 | 9 |
| Leadership & Policy | Board of Selectmen, Town Manager, Dept. Heads: establish and | Mission Function | Loss of coordination of town functions; loss of policy direction; loss of discipline and adherence to laws, regulations, | Town departments & employees, county and state agencies, town | IT services, personnel records, financial | 3 | 3 | 9 |

| | | | | | | | | |
|-------------------------------|---|------------------|---|---|--|---|---|---|
| | enforce policies and regulations; personnel administration; financial administration & procurement; internal & external communications; | | union contracts, etc.; loss of financial & procurement authority; loss of hiring authority and personnel administration; loss of citizen confidence in government | boards & committees, citizens, businesses & property owners, local & regional NGOs. | records, operational procedures & records | | | |
| Municipal water | Water & Sewer Department: water pumping, treatment, storage & transmission, fire hydrants, maintenance & repair of system components. | Mission Function | Loss of potable water supply; public health risks; loss of firefighting water supply (including building sprinkler systems); loss of confidence in government | NH Dept of Environmental Services; NH Public Works mutual aid system | Personnel records, financial records, plant operating system, qualified plant operator(s), tools, equipment and vehicles | 3 | 3 | 9 |
| Wastewater management | Water & Sewer department: Sewage collection & treatment; stormwater pumping & discharge | Mission Function | Loss of sewage treatment; loss of stormwater pumping; discharge of raw sewage; flooding in low elevation areas; public health risks; loss of confidence in government | NH Dept of Environmental Services; NH Public Works mutual aid system | Personnel records, financial records, plant operating system, qualified plant operator(s), tools, equipment and vehicles | 3 | 3 | 9 |
| Solid waste management | Public Works: Collection of solid waste, operation of transfer station | Mission Function | Loss of collection of household/business solid waste & recycling; public health risks; fire risks; loss of confidence in government | NH Dept of Environmental Services; NH Public Works mutual aid system; private contractors | Personnel records, financial records, tools, equipment and vehicles | 2 | 2 | 4 |

| | | | | | | | | |
|--|--|------------------------|---|---|--|---|---|---|
| Tax collection | Tax Collector: collection of taxes, tax sales. | Mission Function | Loss of revenue; loss of confidence in government | Finance Dept., Assessor, NH DRA, town auditor | Assessing records, tax records, bank records | 3 | 0 | 3 |
| Emergency Management | Emergency Management Director: disaster & mitigation planning, coordination of disaster response & recovery, liaison with HSEM & FEMA. | Mission Function | Loss of planning oversight & coordination; loss of response & mitigation coordination; loss/reduction of grant & disaster relief funds; loss of confidence in government. | All town departments; NH HSEM; FEMA; NGOs and private contractors. | Emergency operation & mitigation plans; emergency response resources. | 2 | 3 | 6 |
| Assessing | Assessor: Property assessments, abatements, exemptions & credits | Supporting Activity | Loss of property data; loss of revenue; loss of confidence in government | Building department, tax collector, NH Dept of Revenue Administration | Assessing & tax records | 2 | 0 | 0 |
| Information Technology | Computer Systems Administrator: Management of Town IT systems and technology | Supporting Activity | Loss of vital records, financial records, day-to-day operational capabilities for all departments; loss/failure of towns website & social media platforms; assessing & tax data, first responder critical data, personnel records; potential loss of revenue; loss of confidence in government | All town departments; outside contractors; cloud services | Hardware, software, communicatio ns technology | 2 | 3 | 6 |
| Inspections/Per mits/Code Enforcement | Building Dept. & Fire Dept.: Building inspections (construction, new & existing), building permits/certificates of occupancy, permits & inspection of heating systems, | Supporting activity | Delays in construction, delays in building occupancy, delays in heating, electrical, gas, plumbing system approval & operation; potential for increased fires, injury & death due to unsafe buildings & systems, loss of revenue; loss of confidence in government | Planner, health officer, assessor, tax collector, finance, state agencies and licensing boards | Inspection & permit records, tax & assessing records, construction plans, FD preplans | 2 | 1 | 2 |

| | | | | | | | | |
|--------------------|--|---------------------|--|---|--|---|---|---|
| | electrical systems, gas systems, plumbing systems, plans reviews, citation of violations, technical support to Planning Board & Zoning Board of Adjustment | | | | | | | |
| Finance | Finance Manager: Budget, accounts receivable, accounts payable, audit, payroll, grants management, bonding, investments and banking, technical support to Budget Committee | Supporting Activity | Loss of funds, loss of financial accountability, no procurement, no payroll, default on bonds/lease purchase agreements; loss of confidence in government | All town departments, NH Dept. of Revenue Administration, NH Retirement System, auditing firm, banks, municipal bond bank | Financial records, purchasing records, banking and investment records, assessing & tax records | 3 | 2 | 6 |
| Procurement | Chief Procurement Officer: bid management, specifications, purchasing, surplus auctions | Supporting Activity | Interruption of essential town functions because of lack of equipment or supplies; loss of confidence in government | Finance | Purchasing records, purchase order system | 2 | 2 | 4 |
| Health | Health Officer: Health inspections, septic approvals & inspections | Supporting Activity | Loss of food establishment inspections or licensing; loss of septic approvals or inspections; potential illness/death due to unsanitary conditions; loss of confidence in government | Building Department, Fire Department, NH Div. of Public Health | Inspection and licensing records | 2 | 2 | 4 |
| Recreation | Recreation Director: Recreation programs & activities, trips, classes, Community Center operations and activities, | Supporting Activity | Loss of Town-sponsored recreational activities, loss of use of Community Center; loss of confidence in government | Dept. of Public Works | Teaching resources, exercise equipment | 1 | 0 | 0 |

| | | | | | | | | |
|--|---|---------------------|--|--|--|---|---|---|
| | technical support to Recreation Commission | | | | | | | |
| SCTV-22 | Technical Supervisor: Official announcements & information; public meetings; public service programming | Supporting Activity | Loss of communications & notification platform; loss of public service programming; loss of transparency for meetings of boards and committees; loss of confidence in government | Information Technology; Town boards & committees; | Broadcast equipment; information technology services | 1 | 1 | 1 |
| Vital Records, Permits & Licenses | Town Clerk: birth, death, marriage & divorce certificates; marriage/civil union licenses; dog licenses; dredge & fill permits | Supporting Activity | Loss of constituent services; loss of vital records; loss of revenue; loss of confidence in government | Building/Code Enforcement; Planning; NH Secretary of State | Vital records | 2 | 1 | 2 |
| State Licenses & Permits | Motor vehicle, boat & ATV registrations; hunting, fishing & clamming licenses | Supporting Activity | Loss of constituent services; loss of revenue; loss of confidence in government | NH Div. of Motor Vehicles; NH Fish & Game | State information technology interface | 2 | 1 | 2 |
| Elections | Election management & oversight; ballots & absentee ballots; voter registration | Supporting Activity | Loss of election process; loss of confidence in government | Town Moderator; Supervisors of the Checklist; NH Secretary of State | Election records | 2 | 1 | 2 |
| Welfare | Welfare Director: financial assistance, fuel assistance, emergency housing, coordination of external resources | Supporting Activity | Loss of constituent services; increased risk to welfare recipients; loss of confidence in government | Finance, Fire Dept (EMS), Police Dept., Building/Code Enforcement; NH Dept. of Health & Human Services; local/regional human services agencies & faith-based organizations | Welfare records | 2 | 2 | 4 |

| | | | | | | | | |
|---------------------------------|---|---------------------|--|--|---|---|---|---|
| Personnel Administration | Deputy Town Manager: recruitment & hiring, discipline, collective bargaining & contract administration, benefits administration, termination & retirement oversight, training, workers' compensation, occupational health & safety, risk management | Supporting Activity | Loss of personnel; impact on employee morale; increased financial risk; employee injury or death; loss of confidence in government | All town departments; NH Dept of Labor; NH Dept. of Employment Security; NH Retirement System; health insurers; workers' compensation carrier; liability insurance carrier | Personnel records, collective bargaining agreements, insurance policies | 3 | 2 | 6 |
| Planning | Town Planner: site plan reviews, Planning Board technical support, master plan | Supporting Activity | Loss of development; loss of revenue; loss of confidence in government | Building/Code Enforcement, Fire Department, Rockingham Regional Planning Commission, NH Office of Strategic Initiatives, contract engineering services | Town master plan; site plans; assessing records | 2 | 1 | 2 |

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The Town leadership reviewed the candidate MEFs and ESAs and approved the following Town functions as MEFs and ESAs that cannot be interrupted for the purposes of this plan:

| Priority | Mission Essential Function | RTO |
|----------|---|-----------|
| 1 | Law Enforcement | IMMEDIATE |
| 1 | Firefighting/Rescue | IMMEDIATE |
| 1 | Emergency Medical Services | IMMEDIATE |
| 1 | Municipal Water Supply | IMMEDIATE |
| 1 | Wastewater Treatment | IMMEDIATE |
| 2 | Roadway Maintenance (including snowplowing) | 12 hours |
| 2 | Leadership & Policy | 12 hours |

| Priority | Essential Supporting Activity | RTO |
|----------|-------------------------------|----------|
| 1 | Information Technology | 12 hours |
| 2 | Financial Operations | 24 hours |
| 2 | Personnel Administration | 24 hours |
| 2 | Procurement | 24 hours |
| 2 | Solid Waste Operations | 72 hours |

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Annex B: Primary and Alternate Facilities

Primary Facility(s)

Seabrook Town Hall is located at 99 Lafayette Road. The facility houses all town departments with the exception of Police, Fire, Public Works, Water, Wastewater and Recreation. The building is a 2 ½ story, ordinary construction (masonry and wood frame) structure, built in 1981.

of employees? 26
 Fire and security protection? Yes
 Meeting room capacity? 30
 Emergency power supply? Yes

Seabrook Town Hall Risk Assessment:

| Hazard | State Risk | Facility Risk | Facility Risk Factors |
|-----------------------|------------|---------------|--|
| Flooding | High | Low | FEMA: Area of Minimal Flood Hazard, 5/17/2005 |
| Coastal Flooding | High | Low | |
| Dam Failure | Moderate | Low | |
| Drought | Low | Low | |
| Wildfire | Low | Low | |
| Earthquake | Moderate | Moderate | |
| Landslide | Low | Low | |
| Radon | Moderate | Low | |
| Tornado/Downburst | Moderate | Moderate | |
| Hurricane | Moderate | Moderate | |
| Lightning | Low | Low | |
| Severe Winter Weather | Moderate | Moderate | |
| Snow Avalanche | Low | Low | |
| Epidemic | High | High | |
| Radiological | Moderate | High | Proximity to Seabrook Station nuclear power plant |
| Fire & HAZMAT | Low | Moderate | Fire: Loss of facility & records would have severe impact on town government. Hazmat products are transported on US Route 1. |
| Terrorism | Low | Low | |

Alternate Facility(s) Selection

An alternate facility/location can include anything from a borrowed conference room for a few key people on a temporary basis, to a complete facility used to house the entire the Town. In most cases, it will probably be something in between depending on the circumstances of the event and available resources. It is recommended that each the Town should select at least two alternate sites.

It is also recommended that, when determining space requirements for office space that the Town uses an office space calculator (there are many available online) to assist in determining just how much space will be needed. For an EOC, the general rule is to allow for 50 to 80 square feet per staff member. This includes working, walking and meeting areas.

The following criteria is used to identify suitable alternate facilities/locations:

- Must not share the same natural hazard risk(s) as the primary location;

- Sufficient space and equipment to sustain the relocating Town functions;
- Availability of interoperable communications with all identified essential internal and external organizations, critical customers, and the public;
- Reliable logistical support, services, and infrastructure systems, including water, electrical power, heating and air conditioning, etc.;
- Ability to sustain operations for up to 30 days;
- Consideration for the health, safety, and emotional well-being of relocated employees; and
- Appropriate physical security and access controls (e.g., fencing, 24/7 security personnel, cipher locks, key cards secured entrance, etc.).
- The ability to house ERG and other staff if necessary.
- Defined transportation support plan to ensure accessibility and transportation to, from, and around the alternate facility(s).

Identified Alternate Facility(s):

| | | | |
|------------------------|--|-------------------------|---|
| Facility Name: | Seabrook Water Treatment Facility | | 550 NH Route 107, Seabrook NH 03874 |
| Facility Type: | Warm | | LOA/MOU in place? N/A |
| Item | Amount required (MEF/ESA) | Amount available | Comments |
| Private offices | 2 | 2 | Needs are met |
| Secure Wi-Fi access | 20 users | 200+ | |
| Conference room | 1 | 1 | Needs are met |
| VOIP phone lines | 2 | 2 | |
| Meals | 15 persons | 15 | Meals can be catered/carry-out from local vendors |
| Copy machine | 1 | 1 (color) | |
| Color Printers | 1 | 3 | |
| B&W Printers | 1 | 4 | |
| Video Display Screen | 1 | 2 | |
| Conference call system | 1 | 1 | |
| Desktop computers | 3 | 5 | |
| | | | |
| | | | |

| Hazard | State Risk | Facility Risk | Facility Risk Factors |
|------------------|------------|---------------|---|
| Flooding | High | Low | FEMA: Area of Minimal Flood Hazard, 5/17/2005 |
| Coastal Flooding | High | Low | |
| Dam Failure | Moderate | Low | |
| Drought | Low | Low | |
| Wildfire | Low | Low | |
| Earthquake | Moderate | Moderate | |

| Hazard | State Risk | Facility Risk | Facility Risk Factors |
|-----------------------|------------|---------------|---|
| Landslide | Low | Low | |
| Radon | Moderate | Low | |
| Tornado/Downburst | Moderate | Moderate | |
| Hurricane | Moderate | Moderate | |
| Lightning | Low | Moderate | |
| Severe Winter Weather | Moderate | Moderate | |
| Snow Avalanche | Low | Low | |
| Epidemic | High | High | |
| Radiological | Moderate | High | Proximity to Seabrook Station nuclear power plant |
| Fire & HAZMAT | Low | Moderate | Building protected with automatic fire sprinkler system and smoke detection system; water treatment chemicals on-site |
| Terrorism | Low | Low | |

| Alternate Facility—Seabrook Water Treatment Facility | Yes | No | N/A |
|--|-----|----|-----|
| Does the alternate facility/location share the same risk factors as your primary facility/location? | | X | |
| Did you consider using existing infrastructures, telecommuting centers, virtual environments, or joint or shared space? | X | | |
| Does the facility/location have the ability to be operational within 12 hours after activation? | X | | |
| Can the facility/location support sustained operations for 30 days or longer? | X | | |
| Do you have reliable logistical support, services and infrastructure system, including water, electric power, heating, and air conditioning, etc.? | X | | |
| Do you have access to essential resources, such as food, water, fuel, and medical facilities? | X | | |
| Have you identified backup power to the facility/location? | X | | |
| Do you have access to office and housekeeping supplies? | X | | |
| Have you thought about your transportation and parking requirements? | X | | |
| Does the facility/location meet your equipment and furniture requirements? | X | | |
| If you decide to co-locate with another agency did you establish a letter of agreement (LOA)/memorandum of understanding (MOU) with the owner? | | | X |
| Do you have the authority to procure your own space? | X | | |
| Will you require another agency to assist you in the selection and acquisition process? | | X | |
| Alternate Facility Comments: The administrative office area of the building would be used for administrative purposes. Due to the size of the building, some employees will be required to work remotely from home. Small kitchen area is available. | | | |
| Physical | Yes | No | N/A |
| Is the site in a facility shared with other tenants? | | X | |
| Are dumpsters clear of the building, electrical, HVAC, utility equipment and junction boxes? | X | | |
| Is the facility located near any chemical or petroleum storage areas? | X | | |
| Is the facility located near an interstate or freeway or railway line? | | X | |
| Is the facility located in a flood plain or near a lake or river? | | X | |
| Is the facility located in the flight path of an airport/military base? | | X | |
| Is the facility located near a known earthquake fault? | | X | |
| Is the facility located in an unsafe or high crime area? | | X | |
| Is the facility located near State or Federal Government buildings? | | X | |
| Does the facility have overhead water sprinklers for fire suppression? | X | | |

| | | | |
|--|------------|-----------|------------|
| Does the facility have an adequate number of handheld fire extinguishers with current inspection tags? | X | | |
| Is the gas meter attached to the building? | X | | |
| Is the facility located near harbors/industrial areas? | | X | |
| Physical Comments: Built in 2010; 1-story wood frame structure protected by automatic fire sprinkler system & fire alarm/smoke detection system connected to the fire department; intrusion alarm and surveillance cameras; security fencing and electronically controlled entrance gate. Water treatment chemicals are stored and used in the treatment area of the building; the most hazardous are sodium hypochlorite and sulfuric acid. | | | |
| Doors | Yes | No | N/A |
| Does a sturdy, well-constructed door protect each entrance? | X | | |
| Could a vehicle penetrate any of the entrances to the facility? | X | | |
| Is each door securely hung with heavy-duty, burglar-resistant hinges? | X | | |
| Do any of the external access doors open/close automatically? | | X | |
| If there are automatic doors, are supplemental locking devices used on them? | | | X |
| Are electronic surveillance devices (cameras) used on the doors? | X | | |
| Are all doors monitored or connected to a central alarm system? | X | | |
| Are there guards posted at all main and auxiliary entrances and exits? | | X | |
| Does the facility have a documented lockup procedure which is followed nightly? | X | | |
| Are emergency exits clearly marked and free of obstructions? | X | | |
| Doors Comments: | | | |
| Windows | Yes | No | N/A |
| Is the glass in the windows resistant to breakage? | | X | |
| Are windows which can be opened equipped with physical locks? | X | | |
| Are any windows equipped with electronic locking devices? | | X | |
| Are windows equipped with physical locks? | X | | |
| Are windows which can be opened physically checked nightly to see if they are closed and locked? | X | | |
| Are measures taken to secure windows that can be easily reached from outside the building? | X | | |
| Have obstructions been removed from outside the windows so that a clear view is visible? | X | | |
| Is there a window maintenance process in place to replace broken windows immediately? | X | | |
| Windows Comments: | | | |
| Roofs and Overhangs | Yes | No | N/A |
| Are there exterior ladders or stairways to the roof area? | | X | |
| If yes, are external ladders and stairways secured? | | | X |
| If yes, are external ladders and stairways brightly illuminated? | | | X |
| Are internal ladders and stairways to the roof secured? | | | X |
| Are internal ladders and stairways to the roof brightly illuminated? | | | X |
| Are gutters and drains protected at the roofline from intrusion by climbers? | | | X |
| Can a vehicle be driven close enough to the building to be used to access the roof? | | X | |
| Is there air conditioning or water coolant equipment on the roof? | | X | |
| Roofs and Overhangs Comments: | | | |

| Loading Docks | | | | Yes | No | N/A |
|--|---|---|---------------------|-----|----|-----|
| Have employees been trained on security and access policies and procedures? | | | | | | X |
| Are the loading dock doors kept unlocked during the day? | | | | | | X |
| Are all loading dock doors electronically monitored by cameras? | | | | | | X |
| Is there a secured door from the dock to the main building? | | | | | | X |
| Do dock employees have written security and access policies and procedures available? | | | | | | X |
| Loading Docks Comments: | | | | | | |
| Process and Procedures | | | | Yes | No | N/A |
| Is there an Emergency Plan for the employees and customers? | | | | | X | |
| Are emergency evacuation plans (maps/floor plan) clearly visible (posted on walls)? | | | | | X | |
| Has there been an actual emergency evacuation of the facility within the last 12 months? | | | | | X | |
| Has there been an emergency test evacuation of the facility within the last 12 months? | | | | | X | |
| Has there been a bomb threat within the last 12 months? | | | | | X | |
| Has the facility been closed because of natural or man-made incidents within the last 12 months? | | | | | X | |
| Process and Procedures Comments: | | | | | | |
| Emergency Generators | | | | Yes | No | N/A |
| Does the facility have an emergency power generator(s)? If no, go to next section. | | | | X | | |
| How many emergency power generators? | | | | ONE | | |
| If there is more than one generator are they run in: | | | | | | |
| Series | | | | | | X |
| Parallel | | | | | | X |
| Primary and backup | | | | | | X |
| KVA Rating: | | | | 400 | | |
| Is the Generator supported by more than one fuel tank? | | | | | X | |
| Gallons for Fuel | | | | 800 | | |
| Is the Tank: | | | | | | |
| Above Ground | | | | | | |
| Below Ground | | | | | | |
| Will the generator run for 24 hours with the current fuel supply? | | | | X | | |
| Is the generator tested weekly? | | | | X | | |
| Is there a scheduled maintenance plan for the generator? | | | | X | | |
| Are there written procedures for starting/stopping the generator? | | | | | X | |
| If yes, are the procedures positioned around or near the generator? | | | | | | X |
| Is there someone assigned responsibility (primary and alternate) for the generator? | | | | X | | |
| Is the generator under lock and key? | | | | X | | |
| Is the generator positioned in a secure area? | | | | X | | |
| Does the facility have a service contract for maintenance and for fuel provisions, in the event of a disaster/emergency? | | | | X | | |
| What is the generator configured to provide emergency power to? | | | | | | |
| X | Security systems | X | Fire suppression | | | |
| X | HVAC | X | Water pumps | | | |
| | Mainframe computer office power outlets | X | Desktop Computers | | | |
| X | LAN equipment | X | Lighting | | | |
| X | Entire building | X | Telephone equipment | | | |

| | | | | |
|---|-------|------------|-----------|------------|
| Other | Other | | | |
| Is the transfer switch for the generator automatic or manual? AUTOMATIC | | | | |
| Generator Comments: Generator is located outside; monitored by surveillance camera | | | | |
| Uninterruptable Power Supply (UPS) | | Yes | No | N/A |
| Does the facility use UPS (battery) back-up building power (not the small ones for PCs)? If no, skip to the end of this part. | | | | X |
| Is the UPS located in a room of its own (no other equipment)? | | | | X |
| Is the UPS standalone or rack mounted? | | | | |
| Is the UPS tested on a regular basis? | | | | X |
| If yes, how often? | | | | |
| Does the UPS have remote status monitoring (alarms)? | | | | X |
| Is the transfer switch for the UPS Automatic or Manual? | | | | X |
| Does the UPS room have: | | | | |
| Fire suppression | | | | X |
| Fire detection | | | | X |
| Water protection | | | | X |
| HVAC | | | | X |
| What is the load time for the UPS (i.e., how long can it provide power with the existing power load)? | | | | X |
| UPS Comments: N/A | | | | |



Figure 1. Town of Seabrook Water Treatment Facility

| | | | |
|------------------------|---|--------------------------------------|---|
| Facility Name: | Public Works Facility Town of Plaistow, NH | 144F Main Street, Plaistow, NH 03865 | |
| Facility Type: | Warm | LOA/MOU in place? No | |
| Item | Amount required (MEF/ESA) | Amount available | Comments |
| Private offices | 2 | 3 | Needs are met |
| Secure wi-fi access | 20 users | 20 users | Needs are met |
| Conference room | 1 | 1 | Needs are met |
| Land lines (telephone) | 2 | 2 | Needs are met |
| Meals | 15 persons | 15 | Meals can be catered/carry-out from local vendors |
| Copy machine | 1 | 1 | Needs are met |
| Printers | 2 | 2 | Needs are met |
| Video Display screen | 1 | 2 | Needs are met |
| Conference call system | 1 | 1 | Needs are met |
| Desktop computers | 3 | 0 | Seabrook staff required to bring laptops/desktops |

| Hazard | State Risk | Facility Risk | Facility Risk Factors |
|-----------------------|------------|---------------|-----------------------|
| Flooding | High | Low | |
| Coastal Flooding | High | Low | |
| Dam Failure | Moderate | Low | |
| Drought | Low | Low | |
| Wildfire | Low | Low | |
| Earthquake | Moderate | Moderate | |
| Landslide | Low | Low | |
| Radon | Moderate | Low | |
| Tornado/Downburst | Moderate | Moderate | |
| Hurricane | Moderate | Moderate | |
| Lightning | Low | Low | |
| Severe Winter Weather | Moderate | Moderate | |
| Snow Avalanche | Low | Low | |
| Epidemic | High | High | |
| Radiological | Moderate | Moderate | |
| Fire & HAZMAT | Low | Low | |
| Terrorism | Low | Low | |

| Alternate Facility—Plaistow Public Works Facility | Yes | No | N/A |
|--|------------|-----------|------------|
| Does the alternate facility/location share the same risk factors as your primary facility/location? | | X | |
| Did you consider using existing infrastructures, telecommuting centers, virtual environments, or joint or shared space? | X | | |
| Does the facility/location have the ability to be operational within 12 hours after activation? | X | | |
| Can the facility/location support sustained operations for 30 days or longer? | X | | |
| Do you have reliable logistical support, services and infrastructure system, including water, electric power, heating, and air conditioning, etc.? | X | | |
| Do you have access to essential resources, such as food, water, fuel, and medical facilities? | X | | |
| Have you identified backup power to the facility/location? | | X | |
| Do you have access to office and housekeeping supplies? | X | | |
| Have you thought about your transportation and parking requirements? | X | | |
| Does the facility/location meet your equipment and furniture requirements? | X | | |
| If you decide to co-locate with another agency did you establish a letter of agreement (LOA)/memorandum of understanding (MOU) with the owner? | | X | |
| Do you have the authority to procure your own space? | X | | |
| Will you require another agency to assist you in the selection and acquisition process? | | X | |
| Alternate Facility Comments: Facility is new; adequate parking; handicapped accessible; climate controlled; building security system and surveillance cameras throughout; equipment garage can be converted to a large meeting space if needed (it is used by the Town for town meeting and as an election polling site); automatic fire sprinkler system; no emergency back-up power supply (generator) at present. | | | |
| Physical | Yes | No | N/A |
| Is the site in a facility shared with other tenants? | | X | |
| Are dumpsters clear of the building, electrical, HVAC, utility equipment and junction boxes? | X | | |
| Is the facility located near any chemical or petroleum storage areas? | | X | |
| Is the facility located near an interstate or freeway or railway line? | X | | |
| Is the facility located in a flood plain or near a lake or river? | | X | |
| Is the facility located in the flight path of an airport/military base? | | X | |
| Is the facility located near a known earthquake fault? | | X | |
| Is the facility located in an unsafe or high crime area? | | X | |
| Is the facility located near State or Federal Government buildings? | | X | |
| Does the facility have overhead water sprinklers for fire suppression? | X | | |
| Does the facility have an adequate number of handheld fire extinguishers with current inspection tags? | X | | |
| Is the gas meter attached to the building? | X | | |
| Is the facility located near harbors/industrial areas? | | X | |
| Physical Comments: Facility is served by natural gas; potable water supplied by a well, but municipal water will be provided within 1 year (2021-2022). All rest rooms and locker rooms are handicapped accessible and have showers. Usable floor space is 6,000 sq. ft. | | | |
| Doors | Yes | No | N/A |
| Does a sturdy, well-constructed door protect each entrance? | X | | |
| Could a vehicle penetrate any of the entrances to the facility? | X | | |
| Is each door securely hung with heavy-duty, burglar-resistant hinges? | X | | |
| Do any of the external access doors open/close automatically? | | X | |
| If there are automatic doors, are supplemental locking devices used on them? | X | | |
| Are electronic surveillance devices (cameras) used on the doors? | X | | |

| | | | |
|--|---|---|---|
| Are all doors monitored or connected to a central alarm system? | X | | |
| Are there guards posted at all main and auxiliary entrances and exits? | | X | |
| Does the facility have a documented lockup procedure which is followed nightly? | X | | |
| Are emergency exits clearly marked and free of obstructions? | X | | |
| Doors Comments: | | | |
| Windows | | | |
| Is the glass in the windows resistant to breakage? | | X | |
| Are windows which can be opened equipped with physical locks? | X | | |
| Are any windows equipped with electronic locking devices? | | X | |
| Are windows equipped with physical locks? | X | | |
| Are windows which can be opened physically checked nightly to see if they are closed and locked? | X | | |
| Are measures taken to secure windows that can be easily reached from outside the building? | X | | |
| Have obstructions been removed from outside the windows so that a clear view is visible? | X | | |
| Is there a window maintenance process in place to replace broken windows immediately? | X | | |
| Windows Comments: | | | |
| Roofs and Overhangs | | | |
| Are there exterior ladders or stairways to the roof area? | | X | |
| If yes, are external ladders and stairways secured? | | | X |
| If yes, are external ladders and stairways brightly illuminated? | | | X |
| Are internal ladders and stairways to the roof secured? | | | X |
| Are internal ladders and stairways to the roof brightly illuminated? | | | X |
| Are gutters and drains protected at the roofline from intrusion by climbers? | | | X |
| Can a vehicle be driven close enough to the building to be used to access the roof? | X | | |
| Is there air conditioning or water coolant equipment on the roof? | | X | |
| Roofs and Overhangs Comments: | | | |
| Loading Docks | | | |
| Have employees been trained on security and access policies and procedures? | | | X |
| Are the loading dock doors kept unlocked during the day? | | | X |
| Are all loading dock doors electronically monitored by cameras? | | | X |
| Is there a secured door from the dock to the main building? | | | X |
| Do dock employees have written security and access policies and procedures available? | | | X |
| Loading Docks Comments: | | | |
| Process and Procedures | | | |
| Is there an Emergency Plan for the employees and customers? | X | | |
| Are emergency evacuation plans (maps/floor plan) clearly visible (posted on walls)? | | X | |
| Has there been an actual emergency evacuation of the facility within the last 12 months? | | X | |
| Has there been an emergency test evacuation of the facility within the last 12 months? | | X | |

| | | | |
|---|-----|----|-----|
| Has there been a bomb threat within the last 12 months? | | X | |
| Has the facility been closed because of natural or man-made incidents within the last 12 months? | | X | |
| Process and Procedures Comments: | | | |
| Emergency Generators | | | |
| Does the facility have an emergency power generator(s)? If no, go to next section. | Yes | No | N/A |
| How many emergency power generators? | | X | |
| If there is more than one generator are they run in: | | | |
| Series | | | |
| Parallel | | | |
| Primary and backup | | | |
| KVA Rating: | | | |
| Is the Generator supported by more than one fuel tank? | | | |
| Gallons for Fuel | | | |
| Is the Tank: | | | |
| Above Ground | | | |
| Below Ground | | | |
| Will the generator run for 24 hours with the current fuel supply? | | | |
| Is the generator tested weekly? | | | |
| Is there a scheduled maintenance plan for the generator? | | | |
| Are there written procedures for starting/stopping the generator? | | | |
| If yes, are the procedures positioned around or near the generator? | | | |
| Is there someone assigned responsibility (primary and alternate) for the generator? | | | |
| Is the generator under lock and key? | | | |
| Is the generator positioned in a secure area? | | | |
| Does the facility have a service contract for maintenance and for fuel provisions, in the event of a disaster/emergency? | | | |
| What is the generator configured to provide emergency power to? | | | |
| Security systems | | | |
| HVAC | | | |
| Mainframe computer office power outlets | | | |
| LAN equipment | | | |
| Entire building | | | |
| Other | | | |
| Fire suppression | | | |
| Water pumps | | | |
| Desktop Computers | | | |
| Lighting | | | |
| Telephone equipment | | | |
| Other | | | |
| Is the transfer switch for the generator automatic or manual? | | | |
| Generator Comments: | | | |
| Uninterruptable Power Supply (UPS) | | | |
| Does the facility use UPS (battery) back-up building power (not the small ones for PCs)? If no, skip to the end of this part. | Yes | No | N/A |
| Is the UPS located in a room of its own (no other equipment)? | | X | |
| Is the UPS standalone or rack mounted? | | | |
| Is the UPS tested on a regular basis? | | | |
| If yes, how often? | | | |
| Does the UPS have remote status monitoring (alarms)? | | | |
| Is the transfer switch for the UPS Automatic or Manual? | | | |
| Does the UPS room have: | | | |
| Fire suppression | | | |

| | | | |
|---|--|--|--|
| Fire detection | | | |
| Water protection | | | |
| HVAC | | | |
| What is the load time for the UPS (i.e., how long can it provide power with the existing power load)? | | | |
| UPS Comments: | | | |



Figure 2. Town of Plaistow Public Works Facility

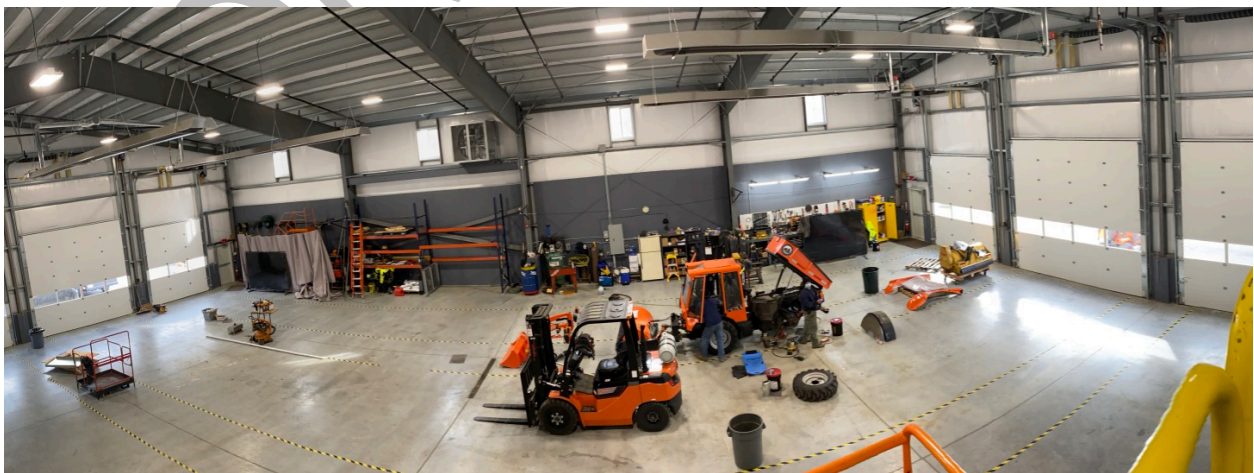


Figure 3. Plaistow DPW Garage Area



Figure 4. Plaistow DPW Private Office Space



Figure 5. Plaistow DPW Conference Room

| | | | |
|------------------------|----------------------------------|-------------------------|---|
| Facility Name: | Town Hall Plaistow, NH | | 145 Main Street, Plaistow, NH 03865 |
| Facility Type: | Warm | | LOA/MOU in place? No |
| Item | Amount required (MEF/ESA) | Amount available | Comments |
| Private offices | 2 | 2 | Needs are met |
| Secure wi-fi access | 20 users | 20 users | Needs are met |
| Conference room | 1 | 1 | Needs are met |
| Land lines (telephone) | 2 | 2 | Needs are met |
| Meals | 15 persons | 15 | Meals can be catered/carry-out from local vendors |
| Copy machine | 1 | 1 | Needs are met |
| Printers | 2 | 2 | Needs are met |
| Video Display screen | 1 | 1 | Needs are met |
| Conference call system | 1 | 1 | Needs are met |
| Desktop computers | 3 | 0 | Seabrook staff will be required to bring laptops/desktops |

| Hazard | State Risk | Facility Risk | Facility Risk Factors |
|-----------------------|------------|---------------|--|
| Flooding | High | Low | |
| Coastal Flooding | High | Low | |
| Dam Failure | Moderate | Low | |
| Drought | Low | Low | |
| Wildfire | Low | Low | |
| Earthquake | Moderate | Moderate | |
| Landslide | Low | Low | |
| Radon | Moderate | Low | |
| Tornado/Downburst | Moderate | Moderate | |
| Hurricane | Moderate | Moderate | |
| Lightning | Low | Low | |
| Severe Winter Weather | Moderate | Moderate | |
| Snow Avalanche | Low | Low | |
| Epidemic | High | High | |
| Radiological | Moderate | Low | |
| Fire & HAZMAT | Low | Low | Protected by automatic fire sprinkler system |
| Terrorism | Low | Low | |

| Alternate Facility—Plaistow Town Hall | Yes | No | N/A |
|---|-----|----|-----|
| Does the alternate facility/location share the same risk factors as your primary facility/location? | | x | |
| Did you consider using existing infrastructures, telecommuting centers, virtual environments, or joint or shared space? | x | | |
| Does the facility/location have the ability to be operational within 12 hours after activation? | x | | |
| Can the facility/location support sustained operations for 30 days or longer? | x | | |

| | | | |
|---|---|---|--|
| Do you have reliable logistical support, services and infrastructure system, including water, electric power, heating, and air conditioning, etc.? | X | | |
| Do you have access to essential resources, such as food, water, fuel, and medical facilities? | X | | |
| Have you identified backup power to the facility/location? | X | | |
| Do you have access to office and housekeeping supplies? | X | | |
| Have you thought about your transportation and parking requirements? | X | | |
| Does the facility/location meet your equipment and furniture requirements? | X | | |
| If you decide to co-locate with another agency did you establish a letter of agreement (LOA)/memorandum of understanding (MOU) with the owner? | | X | |
| Do you have the authority to procure your own space? | X | | |
| Will you require another agency to assist you in the selection and acquisition process? | | X | |
| Alternate Facility Comments: 3-story brick/wood frame, built in 1895. Protected by automatic fire sprinkler system; emergency generator; Seabrook staff can be accommodated in office space that is currently not being used by the town; large meeting space is also available (50+ capacity). | | | |

| Physical | Yes | No | N/A |
|--|-----|----|-----|
| Is the site in a facility shared with other tenants? | | X | |
| Are dumpsters clear of the building, electrical, HVAC, utility equipment and junction boxes? | X | | |
| Is the facility located near any chemical or petroleum storage areas? | | X | |
| Is the facility located near an interstate or freeway or railway line? | | X | |
| Is the facility located in a flood plain or near a lake or river? | | X | |
| Is the facility located in the flight path of an airport/military base? | | X | |
| Is the facility located near a known earthquake fault? | | X | |
| Is the facility located in an unsafe or high crime area? | | X | |
| Is the facility located near State or Federal Government buildings? | | X | |
| Does the facility have overhead water sprinklers for fire suppression? | X | | |
| Does the facility have an adequate number of handheld fire extinguishers with current inspection tags? | X | | |
| Is the gas meter attached to the building? | X | | |
| Is the facility located near harbors/industrial areas? | | X | |
| Physical Comments: | | | |

| Doors | Yes | No | N/A |
|---|-----|----|-----|
| Does a sturdy, well-constructed door protect each entrance? | X | | |
| Could a vehicle penetrate any of the entrances to the facility? | | X | |
| Is each door securely hung with heavy-duty, burglar-resistant hinges? | X | | |
| Do any of the external access doors open/close automatically? | | X | |
| If there are automatic doors, are supplemental locking devices used on them? | | | X |
| Are electronic surveillance devices (cameras) used on the doors? | X | | |
| Are all doors monitored or connected to a central alarm system? | X | | |
| Are there guards posted at all main and auxiliary entrances and exits? | | X | |
| Does the facility have a documented lockup procedure which is followed nightly? | X | | |
| Are emergency exits clearly marked and free of obstructions? | X | | |

Doors Comments:

| Windows | Yes | No | N/A |
|--|------------|-----------|------------|
| Is the glass in the windows resistant to breakage? | | X | |
| Are windows which can be opened equipped with physical locks? | X | | |
| Are any windows equipped with electronic locking devices? | | X | |
| Are windows equipped with physical locks? | X | | |
| Are windows which can be opened physically checked nightly to see if they are closed and locked? | X | | |
| Are measures taken to secure windows that can be easily reached from outside the building? | X | | |
| Have obstructions been removed from outside the windows so that a clear view is visible? | X | | |
| Is there a window maintenance process in place to replace broken windows immediately? | X | | |
| Windows Comments: | | | |
| Roofs and Overhangs | Yes | No | N/A |
| Are there exterior ladders or stairways to the roof area? | | X | |
| If yes, are external ladders and stairways secured? | | | X |
| If yes, are external ladders and stairways brightly illuminated? | | | X |
| Are internal ladders and stairways to the roof secured? | | | X |
| Are internal ladders and stairways to the roof brightly illuminated? | | | X |
| Are gutters and drains protected at the roofline from intrusion by climbers? | | | X |
| Can a vehicle be driven close enough to the building to be used to access the roof? | | X | |
| Is there air conditioning or water coolant equipment on the roof? | | X | |
| Roofs and Overhangs Comments: | | | |
| Loading Docks | Yes | No | N/A |
| Have employees been trained on security and access policies and procedures? | | | X |
| Are the loading dock doors kept unlocked during the day? | | | X |
| Are all loading dock doors electronically monitored by cameras? | | | X |
| Is there a secured door from the dock to the main building? | | | X |
| Do dock employees have written security and access policies and procedures available? | | | X |
| Loading Docks Comments: | | | |
| Process and Procedures | Yes | No | N/A |
| Is there an Emergency Plan for the employees and customers? | X | | |
| Are emergency evacuation plans (maps/floor plan) clearly visible (posted on walls)? | X | | |
| Has there been an actual emergency evacuation of the facility within the last 12 months? | | X | |
| Has there been an emergency test evacuation of the facility within the last 12 months? | | X | |
| Has there been a bomb threat within the last 12 months? | | X | |
| Has the facility been closed because of natural or man-made incidents within the last 12 months? | X* | | |
| Process and Procedures Comments: *Building was closed due to the COVID-19 emergency. | | | |
| Emergency Generators | Yes | No | N/A |
| Does the facility have an emergency power generator(s)? If no, go to next section. | X | | |

| | | | |
|---|------------|-----------|------------|
| How many emergency power generators? | -1- | | |
| If there is more than one generator are they run in: | | | |
| Series | | | X |
| Parallel | | | X |
| Primary and backup | | | X |
| KVA Rating: | | | |
| Is the Generator supported by more than one fuel tank? | | | |
| Gallons for Fuel | | | |
| Is the Tank: | | | |
| Above Ground | | | |
| Below Ground | | | |
| Will the generator run for 24 hours with the current fuel supply? | | | |
| Is the generator tested weekly? | | | |
| Is there a scheduled maintenance plan for the generator? | | | |
| Are there written procedures for starting/stopping the generator? | | | |
| If yes, are the procedures positioned around or near the generator? | | | |
| Is there someone assigned responsibility (primary and alternate) for the generator? | | | |
| Is the generator under lock and key? | | | |
| Is the generator positioned in a secure area? | | | |
| Does the facility have a service contract for maintenance and for fuel provisions, in the event of a disaster/emergency? | | | |
| What is the generator configured to provide emergency power to? | | | |
| Security systems | | | |
| HVAC | | | |
| Mainframe computer office power outlets | | | |
| LAN equipment | | | |
| Entire building | | | |
| Other | | | |
| Is the transfer switch for the generator automatic or manual? | | | |
| Generator Comments: | | | |
| Uninterruptable Power Supply (UPS) | Yes | No | N/A |
| Does the facility use UPS (battery) back-up building power (not the small ones for PCs)? If no, skip to the end of this part. | | X | |
| Is the UPS located in a room of its own (no other equipment)? | | | |
| Is the UPS standalone or rack mounted? | | | |
| Is the UPS tested on a regular basis? | | | |
| If yes, how often? | | | |
| Does the UPS have remote status monitoring (alarms)? | | | |
| Is the transfer switch for the UPS Automatic or Manual? | | | |
| Does the UPS room have: | | | |
| Fire suppression | | | |
| Fire detection | | | |
| Water protection | | | |
| HVAC | | | |
| What is the load time for the UPS (i.e., how long can it provide power with the existing power load)? | | | |
| UPS Comments: | | | |



Figure 6. Plaistow Town Hall



Figure 7. Plaistow Town Hall Office Space



Figure 8. Plaistow Town Hall Office Space



Figure 9. Plaistow Town Hall Conference Room



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Annex C: Continuity Communications

The Town has identified available and redundant critical communication systems at the alternate facility as listed below. Further, the Town maintains fully capable continuity communications that could support organization needs during all hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. These systems provide the ability to communicate within and outside the organization. While in transit to the alternate facility(s), Town leadership will use the following method(s) of communication to remain in contact with external partners and internal personnel:

| Communications System | Support MEFs& ESAs | to Current Provider | Specification | Alternate Provider | Special Notes |
|--------------------------|--------------------|---------------------|---------------|--------------------|---------------|
| Non-secure Phones | Yes | TpX | | | |
| Secure Phones | | | | | |
| Fax Lines | | Consolidated | | | |
| Cellular Phones | Yes | Verizon Wireless | | | |
| Satellite | | | | | |
| Pagers | | | | | |
| E-Mail | Yes | Intermedia | | | |
| Internet Access | Yes | Xfinity | | | |
| Data Lines | | | | | |
| Other | | | | | |

All necessary and required communications and Information Technology (IT) capabilities will be operational as soon as possible following continuity activation, and in all cases, within 12 hours of continuity activation. The IT Department provides support for the communications systems.

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Annex D: Orders of Succession

Succession to a position is critical in the event that the person who fills the position is unavailable, incapacitated, or incapable of performing their duties, roles, and responsibilities. Orders of succession provide for an orderly and predefined assumption of responsibilities during an in an emergency or event. Orders of succession are not just a continuity of operations function. Rather, they should be developed to directly support day-to-day operations. Wherever possible, orders of succession should be three people deep and should include one person whose day-to-day job is physically located at a different site from the primary facility. Orders of succession should include the following:

- The conditions in which the succession will take place
- The method of notification
- The conditions under which authority will return to the incumbent.

This annex lists the following order of succession for key positions within the Town for other individuals to serve in an acting capacity until the incumbent can reassume the position or is permanently replaced. In the event that the Town Manager or one or more department heads becomes incapacitated or otherwise incapable of performing their authorized legal duties, roles, and responsibilities, the successor will be notified by available personnel. The successor shall immediately notify the Town Manager that they have assumed the role. Designated successors should receive annual refresher briefing pertaining to their responsibilities in the line of succession. This section should be reviewed and revised upon changes in personnel in addition to the annual review and update.

| Town Leadership | | | |
|-----------------------|---------------------------------------|----------------------|---|
| Position | Designated Successor | Notification Method | Conditions, Procedures, Limitations |
| Town Manager | 1. (Deputy Manager) Kelly O'Connor | Phone & Text Message | If Town Manager is incapacitated or not available to perform duties |
| | 2. | Phone & Text Message | If Town Manager is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Town Manager is incapacitated or not available to perform duties |
| Deputy Town Manager | 1. (Town Manager) William Manzi | Phone & Text Message | If Town Manager determines that role needs to be filled |
| | 2. | Phone & Text Message | If Town Manager determines that role needs to be filled |
| | 3. | Phone & Text Message | If Town Manager determines that role needs to be filled |
| Town Department Heads | | | |
| Police Chief | 1.(Deputy Chief) Kevin Gelineau | Phone & Text Message | If Police Chief is incapacitated or not available to perform duties |
| | 2. | Phone & Text Message | If Police Chief is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Police Chief is incapacitated or not available to perform duties |
| Fire Chief | 1.(Deputy Chief) Koko Perkins | Phone & Text Message | If Fire Chief is incapacitated or not available to perform duties |

| | | | |
|--------------------------------|---|----------------------|--|
| | 2. | Phone & Text Message | If Fire Chief is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Fire Chief is incapacitated or not available to perform duties |
| Public Works Director | 1. (Working Foreman Highway) Bruce Felch | Phone & Text Message | If Public Works Director is incapacitated or not available to perform duties |
| | 2. | Phone & Text Message | If Public Works Director is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Public Works Director is incapacitated or not available to perform duties |
| Town Division Heads | | | |
| Computer Systems Administrator | 1. Outsourced (Not Identified) | Phone & Text Message | If Computer System Administrator is incapacitated or not available to perform duties |
| | 2. | Phone & Text Message | If Computer System Administrator is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Computer System Administrator is incapacitated or not available to perform duties |
| Emergency Management Director | 1. Fire Chief (William Edwards) | Phone & Text Message | If Emergency Management Director is incapacitated or not available to perform duties |
| | 2. Deputy Fire Chief (Koko Perkins) | Phone & Text Message | If Emergency Management Director is incapacitated or not available to perform duties |
| | 3. | Phone & Text Message | If Emergency Management Director is incapacitated or not available to perform duties |
| | | | |
| | | | |
| | | | |

Annex E: Essential Records Management

Essential Records are information systems, applications, documents, references, sensitive data, and any other information needed to support the MEFs and ESAs during a COOP event. As soon as possible after activation of the Continuity of Operations Plan, but within 12 hours of activation, ERG personnel at the alternate facility(s) shall have access to the appropriate media for accessing essential records, including:

- A local area network
- Interconnected Wi-Fi router(s) or mobile hotspot(s)
- Electronic and hard-copy versions of essential records
- Supporting information systems and data
- Internal and external e-mail and e-mail archives
- Connection to the state WEB-EOC platform

The Town Information Technology (IT) Department provides information technology services that assist the Town in managing operations, records, and resources. The IT Department reviews the essential records program to address new security issues, identify problem areas, update information, and incorporate any additional essential records based upon the needs of the Town. Data maintained by the Town will be available during a continuity event to ensure that MEFs and ESAs can continue in the appropriate RTOs. Required information will be made available to the COOP teams during a COOP event by ensuring availability of access to the Town’s servers, files, and emails as well as applicable hard-copy records by including and maintain them in go-kits and/or prepositioning and maintaining essential records at the alternate facility(s).

Table of Agency Systems

| Critical Systems | | | | | |
|---------------------------|----------|-----------------------|---|--|------------------|
| System | Priority | Maintenance Frequency | Current Protection Method(s) | Recommendations for additional protection if necessary | Vendor |
| Town Hall Datacenter | 1 | Constant | UPS systems, Generator, Network Firewall Router | Replace water sprinkler with Noble Gas fire suppression | Axis Business |
| Fire Dept Datacenter | 2 | Constant | UPS systems, Generator, Network Firewall Router | Temperature controls. Noble Gas fire suppression, Protect ceilings from water source(s) above. | Axis Business |
| Police Dept. Datacenter | 2 | Constant | UPS systems, Generator, Network Firewall Router | Temperature controls. Noble Gas fire suppression, | Axis Business |
| Water Dept SCADA controls | 2 | Monthly | Redundant Server, UPS, Separated | | Woodard & Curran |

| | | | network from general access | | |
|----------------------------------|----------|-----------------------|--|--|-----------------|
| Sewer Dept SCADA controls | 2 | Monthly | Redundant Server, UPS, Separated network from general access | | Wilson Controls |
| Non-Critical Systems | | | | | |
| System | Priority | Maintenance Frequency | Current Protection Method(s) | Recommendations for additional protection if necessary | Vendor |
| Community Center Data Closet | 3 | Monthly | UPS systems, Generator, | Relocate to cooler, dryer space | Axis Business |
| Public Works Data Closet | 3 | Monthly | UPS systems | | Axis Business |
| | | | | | |
| | | | | | |
| Physical Security Systems | | | | | |
| System | Priority | Maintenance Frequency | Current Protection Method(s) | Recommendations for additional protection if necessary | Vendor |
| Town Hall Datacenter | 4 | Pro Re Nata | Staff, locked door | Keycard Access Monitor/tracking | N/A |
| Fire Dept Datacenter | 4 | Pro Re Nata | Staff | Keycard Access Monitor/tracking | N/A |
| Police Dept. Datacenter | 4 | Pro Re Nata | Staff, locked door | Lockable Door, Keycard Access Monitor/tracking | N/A |

Table of MEFs/ESAs and Required Systems/Records

| MEF/ESA | Essential Record(s) Needed | Equipment/Systems Needed | Network/Servers that must be operational to support Equipment/System | MEF/ESA RTO | System Status Priority | MEF/ESA Priority |
|-----------------|---|--------------------------|--|-------------|------------------------|------------------|
| Law Enforcement | Personnel rosters/contact info/schedules, criminal records, MV records, mutual aid data | NCIC, NESPIN | SPDDC (virtual) SPDFS (virtual) SPDIMC (virtual) | Immediate | | 1 |
| Fire/Rescue | Personnel rosters/contact info/schedules, preplans, hazmat data, run cards, mutual aid data | NHFIRS | SFD-IMC (virtual) TOSDCF (virtual) | Immediate | | 1 |
| EMS | Treatment protocols | TEMSIS | Hosted | Immediate | | 2 |

| | | | | | | |
|--------------------------|--|--|---|-----------|--|---|
| Roadway Maintenance | Personnel rosters/contact info/schedules, infrastructure plans, maps, technical data, mutual aid and contractor data | | PEOPLEFORMS (Hosted) TOSDCFS (virtual) | 12 hours | | 3 |
| Water | Personnel rosters/contact info/schedules, infrastructure plans, maps, technical data, mutual aid and contact data | | PEOPLEFORMS (Hosted) TOSDCFS (virtual) | Immediate | | 1 |
| Wastewater | Personnel rosters/contact info/schedules, infrastructure plans, maps, technical data, mutual aid and contact data | | PEOPLEFORMS (Hosted) TOSDCFS (virtual) | Immediate | | 1 |
| Leadership & Policy | Emergency plans, internal & external contact data | | TOSDCFS (virtual) TOSDCPR_(Virtual) | 12 hours | | 2 |
| Information Technology | IT infrastructure data, vendor/contractor data | | TOSDCFS (virtual) TOSDCPR_(Virtual) | 12 hours | | 3 |
| Financial Ops | Budget, accounts receivable, accounts payable | | TOSDCFS (virtual) TOSDCPR_(Virtual) | 24 hours | | 4 |
| Personnel Administration | Rosters, emergency notification data, personnel records, collective bargaining agreements | | TOSDCFS (virtual) TOSDCPR_(Virtual) | 24 hours | | 4 |
| Procurement | Contracts, vendor data | | TOSDCFS (virtual) TOSDCPR_(Virtual) | 24 hours | | 4 |
| Solid Waste Operations | Personnel rosters/contact info/schedules, | | PEOPLEFORMS (Hosted) TOSDCFS (virtual) | 72 hours | | |

| | | | | | | |
|----------------------|---|--|--|----------|--|--|
| | mutual aid & contractor data | | | | | |
| Emergency Management | Emergency plans, resource lists & contact information | | TOSDCFS (virtual) TOSDCPR_(Virtual) Hosted | 12 hours | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Essential files, Records, and Database information

| Essential File, Record, or Database | Support to MEF/ESA | Form of Record | Pre-Positions at Alternate Facility? | Hand Carried to Alternate Facility | Multiple Storage Locations | Maintenance Frequency? |
|-------------------------------------|--------------------|----------------|--------------------------------------|------------------------------------|----------------------------|------------------------|
| | | | | | | |
| | | | | | | |
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Annex F: Human Capital and Resources

The Town's COOP program includes comprehensive plans that take into account the challenges that its employees are likely to face during an event that requires continuity plan activation.

Proper management of human resources involves ensuring that Human Resources policies, including staffing, absence, leave, reimbursement, pay, benefits, and hiring will be followed during a COOP event. Obligations incurred through collective bargaining agreements which cover employees who are involved in the ERG or continuity operations shall be adhered to during the COOP event.

Management personnel are responsible for communicating information and instructions to employees during continuity operations. Managers, in accordance with human resource guidelines, shall:

- Understand the Town's emergency plans, (continuity plans, emergency operations plans, etc.) and management's roles in executing them
- Implement telework to the greatest extent possible and ensure systems are in place to support successful telework in an emergency lessening the resources required at the alternate facility(s)
- Conduct regular TT&E to ensure employee readiness
- Ensure ERG and non-ERG members have a clear understanding of roles in an emergency and the implementation of the COOP Plan
- Ensure ERG and non-ERG personnel members develop an individual and family emergency plan, such as using information available on www.ReadyNH.gov
- Develop, review, and update emergency guides and SOPs/SOGs as necessary
- Notify personnel when they have been designated as ERG members and inform them of their emergency employee responsibilities and obtain written notification and acknowledgement of understanding
- Provide ERG and non-ERG members with instructions during emergency operations that clarify where they are to report for work

Non-ERG members will receive instructions from the Non-ERG Team Leader and/or the individual employees' regular supervisor(s) on alternate work locations and telework procedures, as appropriate, upon notification of COOP activation.

During continuity operations, non-ERG personnel must standby for notifications of where to report to work at their normal worksite.

People are critical to the operations of any organization. Choosing the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, emergency employees and other special categories of employees will be activated by the Town to perform assigned response duties. The pre-identified employees who are part of a COOP team are considered to be emergency employees. In respect to these continuity personnel, the Town has:

- Identified and designated those positions and personnel they deem to be critical to organization operations in any given emergency situation as continuity personnel. A roster of these positions is maintained by the Director of Emergency Management.

- Identified and documented its COOP personnel. These personnel possess the skill sets necessary to perform MEFs and ESAs. A roster of these personnel is maintained by the Director of Emergency Management.
- Officially informed all continuity personnel of their roles or designations by providing documentation in the form of this COOP plan to ensure that continuity personnel know and accept their roles and responsibilities. Acknowledgement of receipt of this COOP plan is maintained by the Director of Emergency Management.
- Ensured continuity personnel participate in their organization's continuity TT&E program, as reflected in training records. TT&E training records are maintained by the Director of Emergency Management. Documentation of participation in TT&E activities are placed in each employee's respective personnel file.
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a continuity event using in-person and on-line TT&E. Copies of this guidance is maintained by the Director of Emergency Management.

It is important that the Town keep all staff, especially individuals not identified as continuity personnel, informed and accounted for during a continuity event. The Town has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- ✚ Town employees are expected to remain in contact with their direct supervisor during any closure or relocation situation whenever on duty or when required to be available for emergency callback. As such, employees shall remain in contact via telephone, mobile phone, text messaging, email or other approved method.
- ✚ The Town ensures staff is aware of and familiar with human resources guidance in order to continue MEFs and ESAs during an emergency. The Town uses the following methods to increase awareness: new employee orientation, training, staff meetings and employee handbook.

Accounting for all personnel during a continuity event is of utmost importance. In order to account for all staff, the Town will require employees to check in daily with their direct supervisor. Accountability information is reported to department heads, and by department heads to the Deputy Town Manager by 12:00PM (noon) of each weekday. Each department head has the responsibility of attempting contact with those individuals who are unaccounted for.

An event that requires the activation of the Continuity Plan may personally affect Town staff. Therefore, the Welfare Director, in coordination with the Deputy Town Manager and department heads, has the responsibility to create provisions and procedures to assist all staff, especially those who are disaster survivors, with special human resources concerns following a catastrophic disaster. Those provision and procedures shall include, but are not limited to:

- communications procedures
- contact information, including emergency contact outside the anticipated hazard area
- accounting for staff and immediate family members affected, displaced or injured by the incident
- temporary, short-term or long-term housing and feeding and care of those staff and immediate family members displaced by the incident
- Mental health and physical well-being of staff and immediate family affected by the incident

The Town COOP program, plans, and procedures incorporate existing agency-specific guidance and direction for human resources management, including guidance on pay, leave, work scheduling, benefits,

telework, hiring, authorities, and flexibilities. The Deputy Town Manager has the responsibility for Town human resources issues.

The Town Continuity Coordinator and Continuity Manager will work closely with the Deputy Town Manager to resolve human resources issues related to a continuity event. The Deputy Town Manager serves as the Town human resources liaison to work with the Continuity Coordinator or Continuity Manager when developing or updating the organization's emergency plans.

The Deputy Town Manager is responsible for communicating human resources guidance for emergencies (pay, leave, staffing, work scheduling, benefits, telework, hiring authorities and other human resources flexibilities) to managers in an effort to help continue MEFs and ESAs during an emergency. Guidance will be communicated to managers via e-mail, telephone, in-person meetings, staff meetings and operational briefings.

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Annex G: Devolution Plan

In the event that the government of the Town of Seabrook is not able to perform its Mission Essential Functions (MEFs), the Town Manager or their successors shall notify the following:

- Office of the Governor
- NH Department of Revenue Administration
- NH Division of Homeland Security and Emergency Management

In addition, the following notifications shall be made to ensure that MEFs can be provided to the citizens of Seabrook.

| Mission Essential Function | Notification To: | Notification By: |
|-----------------------------------|---|---------------------------|
| Law Enforcement | NH State Police NH Dept. of Justice (Attorney General) Rockingham County Sheriff Rockingham County Attorney 10 th Circuit District Court | Police Chief |
| Firefighting/Rescue | Seacoast Fire Officers' Mutual Aid District NH State Fire Marshal | Fire Chief |
| EMS | Seacoast Fire Officers' Mutual Aid District NH Div. of Fire Standards & Training & EMS | Fire Chief |
| Municipal Water Supply | NH Public Works Mutual Aid NH Department of Environmental Services | Water Superintendent |
| Wastewater Treatment | NH Public Works Mutual Aid NH Department of Environmental Services US EPA Region 1 NH DES Shellfish Program | Wastewater Superintendent |
| Roadway Maintenance | NH Public Works Mutual Aid NH Department of Transportation | Public Works Director |

| Other Town Functions | Notification To: | Notification By: |
|-----------------------------|---|-------------------------------|
| Motor Vehicle Registrations | NH Division of Motor Vehicles | Town Clerk |
| Vital Records | NH Secretary of State | Town Clerk |
| Elections | NH Secretary of State | Town Clerk |
| Town Meeting (if imminent) | NH Dept. of Justice (Attorney General) | Moderator |
| Health | NH Division of Public Health | Health Officer |
| Building Inspections | NH State Fire Marshal | Building Inspector |
| Tax Collection | NH Department of Revenue Administration | Tax Collector |
| Emergency Management | NH Division of Homeland Security & Emergency Management | Emergency Management Director |

Transfer of responsibilities and duties:

Transfer of duties and responsibilities to external agencies shall follow procedures established by the National Incident Management System (NIMS).

To the extent possible, the Town Manager and/or the appropriate department head shall provide external support agencies with the following:

Briefings and status reports on current conditions and events
Town personnel who are available to serve in MEF and ESA roles as deemed appropriate and safe
Use of Town vehicles and equipment that is functional and safe to operate
Use of Town facilities that are functional and safe
Reports, records, manuals, technical data, maps, etc., necessary for the performance and delivery of MEFs and other important town functions
Contact information for Town leadership and MEF/ESA staff who may be needed to support the work of the external agencies

Notification to Employees:

The Town Manager shall ensure that all employees are notified that this Devolution Plan is to be implemented. Employees shall be instructed as to their assignments and responsibilities.

Notification to the Public:

The Town Manager shall ensure that the public is notified that this Devolution Plan has been implemented via news media, website, social media and other appropriate methods. Regular updates shall be provided in coordination with the appropriate external agencies that are handling Town functions.

Restoration of services:

The Town Manager or successor shall make regular assessments of the ability of the Town to restore some or all of its MEFs. If the Town Manager or successor determines that one or more MEFs can be restored, the transfer of duties and responsibilities shall follow procedures established by the National Incident Management System (NIMS).